

# Food for Peace Conference

June 24 – 26, 2002

*"Food can be a powerful instrument for all the free world in building a durable peace."*

- President Dwight D. Eisenhower



National Conference Center  
Lansdowne, Virginia

Bureau for Democracy, Conflict, and Humanitarian Assistance  
Office of Food for Peace  
Washington, D.C. 20523  
[http://www.usaid.gov/hum\\_response/ffp/](http://www.usaid.gov/hum_response/ffp/)





U.S. Agency for International Development  
Bureau for Democracy, Conflict, and Humanitarian Assistance  
Office of Food for Peace  
Washington, D.C. 20523-7600

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Dear Participant:

The Office of Food for Peace of USAID's Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA) welcomes you to our international FFP Conference. This is the first time in many years that our Office has been able to call together such a large number of our staff, our Mission colleagues, our partners and implementers from literally around the world.

Over the next few days, I encourage you to meet and get to know the many people in USAID, partner organizations, and all the members of our professional community who make the Food for Peace emergency and development programs so successful. As the new Director, I invite you to seek me out and introduce yourself.

Many of our partners have asked about the conference objectives. They are as follows:

1. To provide a forum for Food for Peace staff, cooperating sponsors, industry representatives, and other key stakeholders to discuss current and evolving issues related to Title II Food Aid.
2. To update the Food for Peace community on the many changes affecting Title II operations, including: reorganization of the USAID Bureau for Democracy, Conflict and Humanitarian Assistance; new leadership in USAID, DCHA and FFP; the new Farm Bill; and work underway on a new FFP Strategic Plan.
3. To consult with the Food for Peace community on evolving Title II issues, e.g., operational implementations of the new Farm Bill, management streamlining, and the new FFP strategy.

As you can see from these objectives and the agenda, this will be a working conference, during which my colleagues and I in the Office of Food For Peace look forward not only to informing, but also learning and consulting with you. Thank you in advance for your contributions over the next three days.

Again, a hearty welcome to the Conference. I look forward to meeting you.

Lauren Landis, Director  
Office of Food for Peace

# FFP Conference Agenda

## FOOD FOR PEACE CONFERENCE "What's New with Title II" June 24 - 26, 2002

National Conference Center (NCC)  
Lansdowne, VA

### Sunday, June 23 - Registration

- 4:00 - 7:00      **REGISTRATION** (reception area of main NCC building)
- 5:30 - 7:00      **DINNER**

### Monday, June 24 - Policy Day

- 7:00 - 9:00      **REGISTRATION** (continued)
- 9:00 - 10:00      **OPENING PLENARY**  
*Welcome/Opening Remarks*  
Lauren Landis, Director of Office of Food for Peace
- The View From the Field*  
Carla Barbiero, USAID/India
- FFP and Its Linkage to the American People*  
Garrett Grigsby, DAA/DCHA
- 10:00- 10:45      **KEYNOTE ADDRESS / Q&A**  
*USAID and Humanitarian Assistance*  
Administrator Andrew S. Natsios
- 10:45- 11:00      **BREAK**
- 11:00 - 11:45      **Democracy, Conflict, and Humanitarian Assistance Pillar (DCHA) / Q&A**  
*USAID Reorganization and the New DCHA Pillar and Bureau*  
Roger Winter, AA/DCHA
- Q&A*  
Roger Winter, AA/DCHA  
Garrett Grigsby, DAA/DCHA  
Lauren Landis, FFP
- 11:45 - 1:00      **LUNCH**
- 1:00 - 2:30      **FARM BILL AND INTERAGENCY FOOD AID REVIEW/ Q&A**
- Objective:**

To discuss two factors that will have significant impact on FFP policy and operations over the next five years: the Farm Bill and Interagency Food Aid Review.

**Facilitator and Chair:** Don Gressett, USAID Office of the General Counsel (GC)

**Panelist:**

- Mary Chambliss, USDA
- Michael Knipe, Senate Agriculture Committee
- Dan Heath, National Economics Committee

**2:30 - 4:00**

**FOOD AID AND FOOD SECURITY IN THE NEW MILLENNIUM**

**Objective:** To evoke partners' views and discussion on issues that USAID sees as central to future strategy, policy development, and operations under the new Farm Bill.

**Process:**

Each speaker will make an 8-minute presentation followed by 10 minutes of Q&A.

**Moderator:** FFP Director Lauren Landis

**Facilitator:** Elise Storck

**Panelists:**

- *Role of Food Aid in Response to HIV/AIDS Pandemic*  
Debbie Herold, ADRA
- *Role of Food Aid in Educational Systems*  
Anne Sellers, CRS
- *Role of Food Aid in Urban Food Security*  
Allan Jury, WFP
- *Role of Food Aid Monetization in Development Programs*  
Lee Thompson, Africare

**4:00 - 4:15**

**BREAK**

**4:15 - 5:15**

**USDA FOOD AID REQUEST ENTRY SYSTEM (FARES) / Q&A**

Nelson Randall, USDA Farm Services Agency, and FARES Team

**5:15 - 5:30**

**FOOD AID CONSULTATIVE GROUP TRANSPORTATION WORKING GROUP**

*FACG Standardization of the Booking Notes Process*

Keith Powell, Potomac Marine

**5:30 - 7:00**

**RECEPTION**

**Cash Bar**

## Tuesday, June 25 - Strategy/Management Day

### 8:20 - 8:30 GOOD MORNING/OVERVIEW OF THE DAY

Lauren Landis

### 8:30 - 9:00 OVERVIEW OF FFP's STRATEGIC DIRECTIONS

**Objective:** To update FFP stakeholders on strategy and visioning work to date and the timeline for elaboration of the new FFP Strategic Plan over the next six months.

**Panelists:**

- David Garms, FFP Team Leader for Vision and Strategy Development
- Mara Russell, Director, Food Aid Management
- Tom Marchione, DCHA Office of Program, Policy and Management

**Facilitator:** Elise Stork

### 9:15 - 11:15 STRATEGY CONSULTATION BREAKOUT GROUPS

**Objective:** To identify and understand key food security objectives, interventions, and indicators in different contexts, in order to inform the FFP strategy development process.

**Process:** Based on their specific context (below), each group will discuss and answer four questions. Groups will record their responses on four large sheets by the conclusion of the breakout session. Groups will post their work in the plenary room for the poster session and plenary after lunch. FFP will use this material, and the synthesis during the plenary, in ongoing work on the new Strategic Plan.

**Conference participants will self-select for one of eight groups, based on four contextual situations for Title II programs.**

1) *Sudden-Onset Emergencies (Group A: room N3-246)*

2) *Sudden-Onset Emergencies (Group B: room N3-248)*

3) *Complex Situations with Conflict and Population Displacement, e.g., Sudan (Group A: room N3-293)*

4) *Complex Situations with Conflict and Population Displacement, e.g., Sudan (Group B: room N3-296)*

5) *Situations with Highly Vulnerable Populations Subject to Recurrent Shocks, e.g., Ethiopia (Group A: room N3-155)*

6) *Situations with Highly Vulnerable Populations Subject to Recurrent Shocks, e.g., Ethiopia (Group B: room N3-345)*

7) *Situations with Relatively Stable but Food-Insecure Populations Subject to Occasional Shocks, e.g., Ghana (Group A: Auditorium)*

8) *Situations with Relatively Stable but Food-Insecure Populations Subject to Occasional Shocks, e.g., Ghana (Group B: Auditorium)*

**11:30 - 12:30 LUNCH**

**12:30 - 1:30 POSTER SESSION AND SYNTHESIS PLENARY**

**Objective:** To engage conference participants in reviewing the products of the eight working groups in order to stimulate further discussion and provide high quality inputs for the FFP strategic planning process.

**Process:** Participants will circulate around the plenary room and review the posters, developing questions and suggestions for the plenary discussion. Three commentators will review the posters and prepare brief (5-minute) synthesis presentations to initiate the plenary discussion at 1:00 pm.

**Panelists:**

- Jeanne Markunas, FFP
- Mary Lewellen, USAID/Ethiopia
- Thoric Cederstrom, Counterpart International

**Facilitator:** Elise Storck

**1:30 - 2:00 MANAGEMENT STREAMLINING**

**Objective:** To update participants on management streamlining and provide a timeline on work to be done over the coming year.

**Panelists:**

- Jeanne Markunas, FFP
- Bridget Ralyea, FFP/DP

**Facilitator:** Elise Storck

**2:00 - 3:15 BREAKOUT GROUPS**

**Objective:** To elicit information and actionable recommendations on management streamlining from FFP stakeholders.

**Process:** Based on their selected management issue, each group will discuss and prepare Reports on three questions.

Participants will break into eight groups on the issues that receive the most "votes" on the ballot in their conference folders. There will be at least one group on each of the management issues identified in the Farm Bill:

1. Expedition of and greater consistency in the program review and approval process
2. Streamlining information collection and reporting systems by identifying critical information that needs to be monitored and reported
3. Provision of greater flexibility to make modifications in activities to

achieve results, with streamlined procedures for reporting such modifications

4. Improvements and upgrades in information management, procurement and financial management systems

**3:15 - 3:30      BREAK**

**3:30 - 4:45      PLENARY SESSION ON MANAGEMENT STREAMLINING**

**Discussants:** Lauren Landis, Jeanne Markunas, and Bridget Ralyea

**Facilitator:** Elise Storck

**5:00 - 5:45      COMMODITY QUALITY ISSUES AND SOLUTIONS / Q&A**

Moderator: Jim Thompson

An Open Forum with Industry/ PVOs/ USDA /FFP

**6:30 - 7:30      DINNER**

**7:30 - 8:30      STATUS REPORT: AGENCY RESPONSE TO SOUTH AFRICAN DROUGHT**

Moderator: Dale Skoric, Team Leader, Southern Africa Action Team

Other Presenters TBD

### **Wednesday, June 26 - Field Programming**

**8:30 - 9:15      INTEGRATING TITLE II RESOURCES/ PROGRAMS WITH OTHER USAID ACTIVITIES: EXPERIENCES AND INNOVATION**

**Objective:** To identify and discuss lessons learned in the integration of resources and programming, in order to inform the FFP strategic planning process and ongoing operations.

**Introduction:** Anne Swindale, FANta

**Panelists:**

- Enrique Urbana, USAID/Nicaragua
- Tim Shortley, USAID/Ethiopia
- Herbert Smith, USAID/Indonesia

**Facilitator:** Elise Storck

**9:15 - 10:30      BREAKOUT GROUPS: REGIONAL AND PROGRAMMATIC PERSPECTIVES**

- Africa: Nancy McKay, USAID/AFR
- Latin America: Abdul Wahab, USAID/LAC
- Disaster Preparedness: Tim Anderson, USAID/Bangladesh
- Intra-USAID Integration: TBD

- HIV/AIDS Programming: Walter Welz, USAID/Uganda
- Integrating Private Funds with Title II: Carol Jenkins, World Vision
- Agriculture/Nutrition Linkages: Anne Swindale, FANta

**Objective:** To specify what we mean by integration, to discuss successful approaches to achieving programmatic and resource integration, and to identify the pitfalls and stumbling blocks to integration, as well as promising means of overcoming them.

**Process:** Each group will discuss these three objective topics, and report on them in plenary to help improve programming and to inform the FFP strategy.

**10:30 - 10:45      BREAK**

**10:45 - 11:45      PLENARY REPORTS**  
**Facilitator:** Elise Storck

**11:45 - 12:30      CONFERENCE WRAP-UP**

*Synthesis and Next Steps*  
 Lauren Landis, Director, FFP

**Facilitator:** Elise Storck

**EVALUATION**

**12:45 - 2:00      LUNCH**

**AFTERNOON SESSIONS RESERVED FOR USAID STAFF ONLY**

**2:00 - 3:30      LESSONS LEARNED, BEST PRACTICES, AND BROAD APPLICATIONS: FIELD PERSPECTIVES AND EXPERIENCES**

**Purpose:** To elevate and examine best practices from the field, in order to identify innovations in program implementation and management that can be replicated in other Title II programs.

**Moderator:** Lauren Landis

**Panelists:**

- USAID/Bolivia impact evaluation: Abdul Wahab
- USAID/Addis managed DAP reviews: Ali Said
- RFFP-West Africa presentation on commodity management system: Nancy Estes

**3:30 - 4:00      BREAK**

**4:00 - 6:00      OPEN FORUM WITH FFP SENIOR MANAGEMENT TEAM**

*Dialogue with FFP Senior Managers on management issues raised by participants.*

**POST CONFERENCE TRAINING**  
(Sites Located in or near RRB/Washington)  
**Thursday and Friday, June 27 & 28**

1. AID/W/FFP Consultations (to be arranged by participant).
2. FFP Manager Training Sessions in the RRB or Self-Instruction modules are available at AMEX.  
(see signup list of modules at registration table)

(see Post Conference FFP Training at [http://www.usaid.gov/hum\\_response/ffp/training.html](http://www.usaid.gov/hum_response/ffp/training.html))

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**FOOD FOR PEACE  
CONFERENCE REPORT  
JUNE 24 – 26, 2002**

## **1.0 Introduction**

The Food For Peace Conference was held June 24 – 26, 2002 at the National Conference Center in Lansdowne, Virginia. 216 participants attended the three-day conference, representing an array of stakeholders: Food Aid Managers; FFP/Washington and overseas mission USAID Staff; Title II PVOs and NGOs; commodity and industry groups; other government agencies; and representatives of International Organizations. Lauren Landis, the Director of the Food For Peace Office, led the conference.

The purpose of the Conference was to bring together Title II partners and stakeholder representatives. The objectives of the conference, as expressed by Lauren Landis, were to:

1. Provide a forum to discuss current and evolving issues related to Title II food aid;
2. Update the Food For Peace community on the many changes affecting Title II operations; and
3. Consult with the Food For Peace community on evolving Title II issues.

The structure of the conference included general sessions and presentations as well as breakout groups to discuss issues of interest. The afternoon of the third day was devoted to a dialogue between FFP senior management and both field and home office USAID staff. Elise Storck was the conference facilitator.

## **2.0 Day One**

### **2.1 Welcoming Remarks, Lauren Landis**

Lauren Landis, Food For Peace Director, opened the conference. She briefly summarized her first six months in office and outlined some major changes that have taken place. She stated that the conference will provide FFP the opportunity to consult with the stakeholders about FFP goals and responsibilities and join forces to better implement the Title II program. In addition, the conference will apprise FFP partners on the reorganization of the Democracy, Conflict and Humanitarian Assistance Bureau (DCHA) and on USAID's perspective on the 2002 Farm Bill.

"What's new with Title II," asked Landis. It is not about metric tons of commodities, but how to mobilize and leverage resources to meet the global goals set by the World Food Summit of cutting world hunger by 50% by 2015. She cited the Southern Africa Drought Action Team as a good example of how FFP is stepping up to the challenge. However, she added, FFP is at a crossroads and needs to address questions such as: What will the world look like in 2015? What tools will FFP need to meet its goals? Will monetization still be needed? What strategy and what technologies are needed?

Landis acknowledged that FFP needs to streamline its procedures to better reach beneficiaries and achieve the goals of the Millennium challenge. What is desired, she stressed, is to walk away from this conference with "actionable items to build the future

of Title II.” She concluded saying that the conference will be a success if there is common understanding and vision over what needs to be done to further streamline actions and enhance implementation of Title II over the next five years.

## 2.2 View From the Field, Carla Barbiero, USAID/India Director of Social Development

As a longtime employee of USAID ( 26 years) Carla Barbiero presented the perspective of the overseas Mission as a counterpoint to the perspective from the Potomac. Barbiero underscored the importance of food aid as a tool for development as well as humanitarian relief.

The presentation focused on the fact that although food is important, it is rarely sufficient; programs depend on food, but also cash resources. Abrupt reduction of monetization would have dramatic implications at both the government-to-government and the “people” levels. Barbiero advocated a team approach between USAID missions and FFP/Washington, emphasizing that “DC is about supporting the field.”

Regarding issues such as transition between emergency and development, and hybrid programs, these interventions require a unique set of strategic elements, not all of which are within FFP, and may include such agencies as the State Department. Other points raised include the need to: (1) provide employees managing food aid programs with a wider experience beyond FFP and OFDA; (2) create regional programming centers; (3) increase collaboration within the PVO community; and (4) avoid being dogmatic and complacent.

In closing, Barbiero underlined the need to seize this opportunity to think outside the box to improve Title II programs and operation. She stressed the importance of “moving beyond bean counting” and hoped “this would not be business as usual,” and that “harebrained, crazy ideas would be welcome.”

## 2.3 View from Capitol Hill, Garrett Grigsby, Deputy Assistant Administrator/DCHA

Garrett Grigsby provided the participants with the view from Capitol Hill. Prior to joining USAID, Grigsby was Deputy Chief of Staff on the Senate Foreign Relations Committee. He expressed his great appreciation for the people in the field; they are the “heart and soul of what we’re all about.” He said that despite some lack of understanding of foreign aid, basically Americans believe that feeding hungry people is the right thing to do. He added, “And let me assure you, it does not hurt one bit that our program also benefit U.S. farmers.”

Grigsby addressed the rumor of moving USAID to the State Department. At present with Mr. Natsios as Administrator, USAID will continue to be a separate agency, but if USAID does not perform, then this issue might be revisited in five to ten years. He concluded by saying, “ we are committed to change the way we operate so that you can spend more time and energy where it counts: on your projects in the field.”

One of the major points Grigsby covered was President Bush’s \$5 billion Millennium Challenge Account and the new \$500 million HIV/AIDS initiative.

Grigsby concluded, “Our efforts will benefit your organizations and your programs. It is going to benefit the World Food Program. And it’s going to help Andrew Natsios and his

team restore USAID to a place of respect and prominence in the U.S. foreign policy arena.”

#### 2.4 Key Note Address, Andrew Natsios, USAID Administrator

Andrew Natsios began his speech by discussing the Agency reorganization of the DCHA Pillar Bureau, one of four pillar bureaus within USAID. He pointed out that President Bush’s speech, prior to the Monterrey Summit, constituted the third major speech given by a U.S. President on foreign policy. In the first, Harry Truman outlined modern humanitarian aid as we know it today. In the second, John F. Kennedy announced the creation of the Agency for International Development. After the events of September 11<sup>th</sup>, President Bush’s speech presented a three-pronged approach to the situation in Afghanistan: diplomacy, defense and humanitarian relief. Natsios said that the President’s speech focused on providing aid to countries with good economic policies and solid democratic processes.

The Administrator elaborated on the concept of *failed* and *failing states*. He said that DCHA’s strategic vision centers around this concept. He defined a *failed state* as one where the central government governs the capital and little else, such as Afghanistan during the Taliban regime and the Democratic Republic of the Congo, which in fact was reduced from a state to a city-state. Sierra Leone is an example of a *failed state* that is recovering, but is still not a functional state. A *failing state* is one with a weak national government, such as Zimbabwe.

The Administrator then explained how food aid fits into the context of DCHA’s reorganization. Food Aid is an important resource for both long-term development and humanitarian relief. Food For Peace addresses food insecurity in stable, developing countries as well as countries in conflict. He remarked that there is a direct connection between food insecurity and state failure. In more explicit terms, food insecurity drives conflict and increases political instability. The Office of Food For Peace should strive to stabilize the situation in such countries so that they do not slide towards state failure.

He concluded by saying that there are three important ideas that should be incorporated in food assistance proposals:

1. Food security
2. Development relief, which should be an integral part of every emergency response proposal
3. Better resource and program integration away from stove piping

#### 2.5 USAID Reorganization and the new DCHA Pillar and Bureau, Roger Winter, Deputy Administrator/DCHA

Although Roger Winter is relatively new to DCHA he had worked during the Carter Administration to resettle refugees in the U.S. and served as the Director of the U.S. Committee for Refugees for 21 years. He admitted that he accepted this new position because of his close friendship and respect for Andrew Natsios and his interest in OFDA.

Winter explained that the name Democracy, Conflict and Humanitarian Assistance denotes both a pillar bureau and a “non-pillar” bureau. As a pillar bureau, DCHA

provides technical support to other USAID bureaus and overseas missions and as a non-pillar bureau it provides direct services and programs. Thus, DCHA is “somewhere in between.” He noted that reorganization plans are not yet approved, particularly the personnel and budgetary components

He next discussed the strategy and resources of DCHA. The strategy focuses on conflict management and mitigation. For him, the combination of State/“Real Politik” and USAID/“Kumbaya” (Peace and Harmony) approaches is a winning package. It results in major USAID investments undertaken with DCHA initiatives such as the collaboration with the Africa Bureau in agriculture and education. He believes that even in the absence of a set strategy, DCHA has accomplished a lot. He then remarked that non-presence countries – such as Burundi, Sudan and Somalia – are not well represented and many failed or failing states are indeed non-presence countries, hence, the need to concentrate efforts on providing services to these entities. “Disaster assistance of food is essentially not a solution,” Winter stated. He then asked how do we make a “Gigantic Leap” with available, limited resources given that the levels for 2003 are confirmed, and that USAID is requesting upward adjustments in the future?

Turning to resources, Winter recognized that DCHA/FFP is the most understaffed office in the agency. He isolated three problems impinging on the program:

1. Implementing the Food Aid Review
2. The paucity of resources
3. Determining what is our manageable interest

The Assistant Administrator reminded the audience that the Administrator is action-oriented and that USAID’s approach to deal with emergencies incorporates on multi-lateralism. There is a willingness to do what is necessary as viewed through the prism of the national interest. Winter concluded by stating that the highest priority of USAID is “No famine on my watch” and dealing with failed and failing states.

2.6 Impacts of the 2002 Farm Bill and Interagency Food Aid Review on FFP policy and operations over the next five years. Panel discussion led by Don Gressett, USAID Office of the General Counsel.

Panelists included Mary Chambliss from USDA, Michael Knipe from the Senate Agriculture Committee and Daniel Heath from the National Economics Committee.

After a brief introduction by Don Gressett, Dan Heath discussed initiation of the Interagency Food Aid Review. At its inception, the two concerns regarding food aid were that it existed to prop up farm income and feed the hungry. The Administration decided that direct feeding was an appropriate use of resources and made the following changes: increased the President’s FY03 request for Title II resources; reduced use of 416 (b) mandatory authorities; increased reliance on the Emerson Trust; rationalized agency functions; created reliable sources that are not affected by price/supply fluctuations; strived for transparent funding mechanisms; provided strong support to farmers; and managed the program with integrity, demonstrating that USAID does not simply dump farm surpluses.

Regarding The Global Food For Education Initiative, Heath remarked that the Bush Administration decided to continue the pilot activity in order to evaluate its efficiency. The

goal is to combine genuine care with practical reality to create reliable sustainable programs.

Mary Chambliss from USDA began with a few comments on Heath's presentation. She noted that regardless of the beginnings of the Section 416 (b) surplus determination, there were a significant number of emergency programs.

She recalled that the 1996 Farm Bill removed price controls and increased tonnage to provide 2,025,000 metric tons in Title II which, Chambliss noted, is the primary tool for the USG to respond to food needs around the world. "The international community is against some of our food aid processes," she said. The USG will try to resolve the issue through the World Trade Organization. It probably will not affect Title II, but "The WTO might crack down on monetization," added Chambliss.

Looking to the future, she sees 7 years of the present Farm Bill; more flexibility in Title II; more ITSH payments; and an increase in 202(e). Chambliss concluded by noting that the Administration's response to food aid is giving greater importance to performance measurements, adding that it will make OMB happy. Regarding The Global Food For Education, she believes that in July 2002 the White House will decide who will administer the program. The question for Food For Progress, a discretionary program, is can it depend on Title I resources?

Michael Knipe focused his presentation on streamlining program management, which was requested by the PVO community and adopted in the Farm Bill conference in consultation with PVOs, WFP, FAS and USAID. A year after the Bill is enacted into law, USAID is required, by May 13, 2003, to streamline Food For Peace procedures and guidelines. This, Knipe said, means:

1. Shorter timeframes for project review and approval
2. Less information required of PVOs
3. Simplification of report procedures
4. Identification of critical information needs, distinguishing between new entrants and PVOs implementing continuing programs, and
5. Requiring USAID to report to Congress by Fall 2002

Knipe underlined the fact that USAID has a fiduciary duty to approve and monitor all projects funded by USAID. He noted a number of issues that will surface in the future. Some of these are: encouraging USAID to facilitate the sharing of information between the Agency and the PVO community, and the need for a better environment between FAS and USAID.

## 2.7 Food Aid and Food Security in the New Millennium. Panel moderated by Lauren Landis

Panelists included Debbie Herold (ADRA), Anne Sellers (CRS), Allan Jury (WFP) and Lee Thompson (Africare). The objective of the panel was to evoke partners' views and discussions on issues that USAID sees as central to future strategy, policy development, and operations under the new Farm Bill.

### 2.7.1 Role of Food Aid in Response to the HIV/AIDS Pandemic, Debbie Herold, ADRA

Herold started by citing some statistics: a total of 40 million people are infected, including 28.1 million in Africa and 6.1 million in South and Southeast Asia. The prevalence is 8.4% in Sub-Saharan Africa and 2.2% in the Caribbean. She reported that more than two-thirds of the population of the 25 most-affected countries in Africa are rural and about 7 million agriculture workers have died from HIV/AIDS since 1985 in the 25 hardest-hit African countries. About 16 million more could die before 2020.

Herold then explained the positive impact of adequate nutrition on victims saying that it prevents malnutrition and wasting; achieves and maintains optimal body weight and strength; increases the body's ability to fight opportunistic infections; improves the effectiveness of drugs and the quality of life; and may help delay the progression of HIV.

Concerning effective responses to the pandemic, Herold cited education and prevention to reduce the risk of HIV infection; mitigation to measure the decrease or avert the impact; and care to aid those already affected. She concluded that HIV/AIDS is already a crisis in many Southern African countries. So we need to identify, in close collaboration with the HIV infected and affected, strategies that:

- Don't just "feed"
- Will assist families and communities preserve and strengthen their capital base, and
- Improve overall well-being

#### 2.7.2 Role of Food Aid in Educational Systems, Anne Sellers, CRS

After the wake up call by Debbie Herold, Anne Sellers discussed the current situation in food aid and educational systems. She stated that USAID/FFP has 8 projects in five countries with total funds for FY00 of \$39.95 million reaching 1.175,883 children. The USDA/GFEI program has 60 projects in 38 countries with total funds for FY2002 of \$228.5 million reaching 8,300,000 children. Sellers said that there is a trend of broadening the benefits of Food Aid in Education (FAE) by expanding from school feeding to food-assisted education leading to food security.

Sellers explained how FFP can increase the impact of Food-assisted education through continued support of FAE for long-term food security; prioritizing programs to show synergies and/or leveraging; support development of practical M&E tools; and encourage innovation. The presentation included an interesting history of FAE and policy changes from 1976 to the present.

#### 2.7.3 Role of Food Aid in Urban Food Security, Allan Jury, WFP

Jury reported that urban populations in developing countries have increased five fold over the past 30 years, and that currently, over 40% of the population of low and middle-income countries live in urban areas. More than half the population of Africa and Asia, the continents with the highest numbers of hungry people now, will be urban dwellers by 2020, leading to increasing poverty, food insecurity and malnutrition in urban areas.

Jury then talked about program strategies for addressing urban food insecurity. In terms of WFP interventions, Jury indicated that maternal and child health (MCH) activities are well-suited to urban areas. In emergency situations, especially short-term economic crisis, subsidized food-based social safety net programs can be a useful tool for addressing rapidly expanding food insecurity caused by economic shock. He also

mentioned food for training for very specific targeted urban groups, such as HIV/AIDS orphans or street children as successful WFP programs

Looking to the future and urban food insecurity for the next ten years, Jury believes that rural areas will still be the primary location for food aid programming in the next few years. In conclusion, the demographic transformation in Africa and Asia nonetheless makes clear that by the end of the decade, the needs of the urban hungry poor must occupy a more central role in development planning of those seeking to end poverty and hunger

#### 2.7.4 Role of Food Aid Monetization in Development Programs. Africare: Monetization as a Development Tool, Lee Thompson, Africare

Thompson first talked about development of the local private Sector:

1. Increasing participation, including advertising and information sessions in different parts of the country
2. Upgrading business skills of participants
3. Transparency and openness to raise visibility of fairness of the sale, and
4. Working with buyers on payment terms

Thompson next elaborated on the urgency to correct the mistakes of the past. PVOs, she argued, are often perceived of “as being poorly informed do-gooders who have little understanding of the markets and the private sector.” She followed with some words of advice, distilled from years of experience, to those working in the field:

1. Be an Informed Seller -- use everything at your disposal and get help on what is readily available to you – hang out, understand the market, make friends, think like a buyer. Carry out market surveys. Sell the product for what it is worth in the local market and make sure the buyers will make a reasonable profit on their sales.
2. Hold your ground – Don’t accept late bids/submissions or incomplete/incorrect documents. Activate bank guarantees if deadlines are not met. Be prepared to walk away from a sale if the terms are not what you need/want. Do not release commodities to buyers who have not paid for the food or who have not provided financial instruments guaranteeing the purchase, and make no exceptions.
3. Be Professional – conduct yourself in a way that respects the buyer and shows respect for yourself and who/what you represent. Be knowledgeable and current.

As a final word of advice, Thompson concluded that: “The long term goal is for developing countries to be well-connected to external markets so that consumers can purchase what they need *and* what they want. Monetization can help facilitate this process of “connectedness” by breaking down barriers between countries and dispelling myths about “foreign markets.”

#### 2.8 USDA Food Aid Request Entry System (FARES): Nelson Randall, USDA Farm Service Agency

Nelson Randall presented a prototype of FARES. He pointed out that USDA/FAS/KCCO is the procurement arm for both USAID and USDA’s Foreign Agriculture Service (FAS) and that USDA purchases the commodities for food aid programs. The Electronic Bid

Entry System was developed in 1997 for the commodity suppliers and was implemented in 1998. One of the goals of the new FARES is to eliminate faxed calls forward which were a problem in the past. He noted that FARES is universal; it can be implemented by all PVOs and WFP with regard to Title II and Title III food aid programs. "There will now be one system for everything," noted Randall.

The implementation target date for FARES is October 1, 2002. From that day, all call forward and procurement requests should be sent directly through the FARES system and users will each have their own log-on and password. The good news Randall underlined is that implementation of FARES will be at no cost to the Cooperating Sponsors. Information to be captured in FARES include: Cooperating Sponsor; supplier; consignee; freight forwarder information; commodity type; metric tons; shipping instruction # or project #; program type; fiscal year; load port; load date; discharge port; and shipping requirements including fumigation certificates, certificate of cleanliness, marking requirements, etc.

Another feature of the system is that there will be a "Modify Request" screen, and another electronic form that will allow the Cooperating Sponsors to add a commodity to their original call forward. He also added that USDA is still working to set up training before FARES is implemented and that training manuals will be distributed before October 1, 2002. He confirmed that the call forward due dates will remain the same. The Food For Peace Information System (FFPIS) will not be merged with FARES; FFP will continue to produce the FFPIS Call Forward Status Reports. The session was followed by a number of questions on the system.

## 2.9 FACG Standardization of the Booking Notes process, Keith Powell, Potomac Marine representing the Food Aid Consultative Group (FACG), Transportation Working Group (TWG)

Powell informed the audience that the idea to standardize the Booking Notes originated at the 2001 USDA/KCCO Conference. The TWG, which includes representatives from USAID, the PVOs, ship owners, shipbrokers, freight forwarders, and the Maritime Administration (MARAD), is trying to formulate a streamlining process for standard Booking Notes. Powell noted that ship owners in particular are not happy with the current Booking Notes, which is considered not very "commercial." On the other hand, PVOs are concerned that the standardized Booking Notes will place undue limitations on them and not be specific to their needs, such as delivery requirements at the **disport** or contractual monetization requirements. Powell remarked, "The PVOs' individual needs must be met if there is to be a standardization of the Booking Notes."

A final draft of standard Booking Notes should be circulated to all interested parties within a couple of months. Powell concluded by saying, "If there is less ambiguity in the terms of the Booking Notes, the ship owners will offer lower freight rates. Ambiguity leads to higher freight rates."

The day ended with a reception where the participants continued the debates and discussions in an informal setting. The North American Millers Association provided fortified finger-food.

### 3.0 Day Two

#### 3.1 Overview of FFP Strategic Directions

The day started with a “Good Morning” recap of the day by Lauren Landis. The objective of this session was to update FFP stakeholders on strategy and vision work to date and the timeline for the elaboration of the new FFP Strategic Plan over the next six months. Elise Storck facilitated the debate by David Garms, FFP Team Leader for Vision and Strategy development; Mara Russell, Director, Food Aid Management; and Tom Marchione, DCHA/ Office of Program, Policy and Management.

David Garms made introductory comments expressing the view that a clear vision will yield clear goals. He also stressed the need to get input from field missions, the PVO community as well as other stakeholders in order to produce the Strategic Plan.

Tom Marchione gave a synopsis of the steps leading to the present status in the development of the Strategy. He reported that two sub-groups had been created. The Vision sub-group, which he leads, collected new ideas and worked on the drafting of a global vision that included a shared mission and a shared set of principles. The second group, led by Samir Zoghby, AMEX International, made an assessment of the present strategy and reviewed existing processes. Marchione said that there was a need to tap field expertise to be all-inclusive and set a process to develop a transparent, collaborative relationship. This will help us work together in a synergistic way to develop a Strategic Plan. FFP’s vision, he asserted, will be a shared vision with all the stakeholders and is presently a “Work in progress.”

Representing the PVO community, Mara Russell, described the parameters the Vision and Strategy group is working on. These include:

1. A Strategic Plan to be drafted in less than six months
2. The Plan should not exceed 20 pages in length

The Vision/Strategy Group, she indicated, has developed Vision and Mission statements that are working documents to guide us in defining a broad program strategy and the role of FFP within that strategy. She urged the drafters to make the strategy broad to include all stakeholders in food aid, and not just FFP.

Russell then explained the purpose of the day’s discussion: to learn from the participants and to hear what they have to say. The general focus has been on household nutrition and agricultural productivity. There is a need for more programs, like education but especially cross-cutting issues, such as HIV/AIDS and the gender issue. She concluded by stating that FFP does listen to the PVOs; is interested in hearing about the stakeholders’ experiences and believes in a consultative, transparent process.

##### 3.1.1 Breakout Groups

The participants were divided into 8 breakout groups to focus on the four main categories of food aid and security contexts below:

1. Sudden-Onset Emergencies. Facilitators: Lisa Witte (IRD) and Kathy Hunt (USAID/FFP)

2. Complex Situations with Conflict and Population Displacement, such as the Sudan. Facilitators: Susan Bradley(USAID/FFP) and Beth Dunford (USAID/FFP) (Group A); and Tom Ewert (MCI) and David Garms (USAID/FFP) (Group B)
3. Situations with Highly Vulnerable Populations Subject to Recurrent Shocks, such as Ethiopia. Facilitators: Steve Zodrow (FAM) (Group A); and Ina Schonberg (SCF)(group B)
4. Situations with Relatively Stable but Food-Insecure Populations Subject to Occasional Shocks, such as Ghana. Facilitators: Roberta Vanhaefen (USAID/LAC) (Group A); and Carolyn Hughes (USAID/FFP), Rachel Grant (WV), and Curt Nissly (USAID/FFP) (Group B)

Due to the lack of participants, Group A and B of the first category were merged into one Breakout Group.

The participants were given 4 questions (below) to focus their discussions. A Parking Lot was provided for interesting ideas not directly related to the subject at hand.

1. Causes of Food Insecurity
2. Priority Objectives for Title II
3. Successful Interventions
4. How to Measure Success/Indicators
5. Parking Lot

During the lunch break, the 7 breakout groups posted the results of their discussions and deliberations on flip charts in the plenary conference room. Participants then had a chance to circulate around the room and review the posters, developing questions and suggestions for the plenary discussion. Three commentators and facilitator Elise Storck reviewed the posters and prepared a brief synthesized presentation to initiate and jump-start the plenary discussion<sup>1</sup>. The panelists included: Jeanne Markunas, FFP Deputy Director, Mary Lewellen, USAID/Ethiopia, and Thoric Cederstrom, Counterpart International.

### 3.1.2 Panelist Jeanne Markunas, FFP Deputy Director

Jeanne Markunas started by saying the breakout group format was enormously insightful. She believed that one of the greatest insights derived from the poster session was the idea that agricultural development involves an investment in human capacity development. Markunas also noted that all of the breakout groups identified similar base or root causes of food insecurity, namely access to land, water, sanitation, and the need for a strong and stable national government. She concluded by stating that this should just be the beginning of a continuing dialogue between those involved in food aid.

### 3.1.3 Panelist Thoric Cederstrom, Counterpart International

Thoric Cederstrom called for the forging of a coherent framework from the results of the breakout groups. As a PVO representative, he said that the PVO community appreciated being part of the process. He extracted from the various scenarios a number of norms:

1. PVOs should participate more fully in influencing the policy debate

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<sup>1</sup> See Annex 1 for the synopsis of the strategy and vision breakout groups.

2. There was not enough discussion on how to use Title II resources successfully to address HIV/AIDS problems
3. Agricultural productivity is essential for development
4. More emphasis should be put on capacity-building
5. More negotiations are needed on the length of projects
6. The need for cash is crucial. We must find ways to leverage Title II resources to get cash. Thus, monetization is very important for the PVO community.

Cederstrom indicated that a common theme is that food is a great resource to have on hand, but cash is also necessary and monetization is extremely important to the PVOs, even in emergency situations. He also stressed the need to make longer commitments, as the 5-year DAP ceiling is often not long enough to achieve measurable results. Cederstrom concluded his remarks by stating that the PVOs are looking forward to being part of the dialogue as well as the decision-making process in partnership with FFP.

#### 3.1.4 Panelist Mary Lewellen, USAID/Ethiopia

Mary Lewellen said that this general session was the starting point of constructing norms between the ways of thinking of the partners present at the meeting. She pointed out that the common themes among the groups included: population density and displaced populations leading to conflict; man-made and natural disasters as a cause of conflict; the issue of how to respond to chronically food insecure situations versus how to respond to short term emergencies; and the issue of urban vs. rural/displaced populations. Lewellen indicated that the ultimate goal is to save lives by getting food to vulnerable groups in an efficient and effective way, using local capacity when possible. This local capacity, she argued, should be built at the community, national and regional levels. She noted that the relief to development continuum was omitted from group discussions. In conclusion, Lewellen enumerated a number of issues that need consideration:

1. The need to encourage risk taking at community and national levels
2. The need to integrate all resources available, not just U.S. Government resources
3. The need to address the root causes of food insecurity by using local capacity to implement programs

### 3.2 Management Streamlining

The objective of this session was to update participants on management streamlining and provide a timeline for the coming year. Panelists included: Jeanne Markunas, Deputy Director FFP, and Bridget Ralyea, FFP/Development Programs.

#### 3.2.1 Panelist Jeanne Markunas, FFP/Deputy Director

Jeanne Markunas initiated the presentation by thanking Lauren Landis for making streamlining a priority. FFP started the process of streamlining a few years ago and has made significant progress. Markunas concluded that the Farm Bill has mandated FFP to streamline procedures and guidelines and to submit a report by March 2003.

#### 3.2.2 Panelist Bridget Ralyea, FFP/Development Programs

Bridget Ralyea, Team Leader for the Streamlining Group, pointed out the Congressional mandate that FFP must streamline. Her team is presently working on DAP guidelines for fiscal year 2004:

1. Timely issuance
2. Reduction of repetitions
3. Clear expectation on how DAPs should be reviewed
4. Significant decrease in number of changes made from one year to the other
5. Separate presentation of policy information
6. Moving towards inclusion in USAID's Automated Directive System

Regarding Streamlining accomplishments, Ralyea reported that: the Team is looking at the DAP review process as indicated; the FFP web site is regularly updated; the Commodity Reference Guide has been updated; a standardized report survey is now included in all TAs for the emergency programs; the EP budget reviews is now standardized; and that pre-positioned commodities are now available. In order to achieve streamlining efforts, Ralyea suggested that the following tools are in place:

1. Consolidation of Transfer Authorizations, including 202(e) into a single document
2. Inclusion of language that allows for commodity substitution
3. Updated commodity price list is now provided
4. Light review of CRS4 for programs in their first year of implementation.

Ralyea then briefly discussed, "Streamlining and the New Farm Bill." A synopsis was distributed at the conference<sup>2</sup>.

### 3.2.3 Breakout Groups

The participants next voted on issues they wanted to discuss. The results led to the creation of 8 breakout groups to discuss the following topics:

1. The DAP Approval process. Facilitated by Angelique Crumbly (USAID/FFP).
2. Establishment of a Mechanism/Strategy for Programming Title II Food Aid in a Transition Context. Facilitated by Susan Bradley (USAID/FFP).
3. Annual reporting Requirements for development Programs. Facilitated by Anne Swindale (FANTA).
4. Evaluation Requirements for Development Programs. Facilitated by: Beth Dunford (USAID/FFP)
5. Process/Mechanism for Responding to Emergency Situations in a Country where Title II Development Resources are Being Programmed. Facilitated by: Helene Carlson (USAID/FFP).
6. Revising Policies with Respect to Monetization and Cost recovery. Facilitated by: Sylvia Graves (USAID/FFP) and Nancy Estes (USAID/Mali)
7. Opening Lines of Communications among FFP, the PVOs, USDA, the Missions making Commodity Information Available More Quickly. Facilitated by: Kathy Hunt (USAID/FFP)
8. Upgrade the Food For Peace Information System (FFPIS). Facilitated by: Lawrence Williams (USAID/FFP)

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<sup>2</sup> See Annex 2.

The participants were given 3 questions (below) to focus their discussions. A Parking Lot was provided for interesting ideas not directly related to the subject at hand.

1. What is Working Well?
2. What Should be Changed?
3. Recommendations
4. Parking Lot

Upon completion of the review of the assigned topic, the participants returned to the plenary session. Lauren Landis, Jeanne Markunas and Bridget Ralyea commented briefly and each group leader presented the results of their deliberation<sup>3</sup>.

After the short presentations, Bridget Ralyea thanked the participants and promised, “We’ll take it and move forward.” Jeanne Markunas said that we need to look at the second generation of indicators, but must be cautious “because costs go way up.” Lauren Landis stressed once again that she is working very hard to increase staff and will have a quicker, transparent process to hire the best candidates. In conclusion, she added, that she would like to see DP take the lead when “emergencies” arise in countries with DP presence and with EP support.

### 3.3 Commodity Quality Issues and Solutions

The objective of this session was to provide an open forum for representatives of Industry, PVOs, USDA and FFP to discuss commodity quality issues and search for solutions. The meeting was moderated by Jim Thompson (USAID/FFP) and the panel included: Peggy Sheehan, representing industry; Ina Schonberg, representing the PVO community; and Jim Firth, from USDA/FSA.

Thompson opened the session by explaining the role of the FACG Commodity Working Group, which is to provide a forum for the Title II food aid community to solve commodity problems and relevant issues. He proposed four main issues related to commodities to be examined by the audience:

1. Best use by date
2. Seasonal products
3. Micronutrients
4. Genetically modified food

Regarding quality issues, Walter Welz from USAID/Uganda raised the issue of poorly milled CSB destined for HIV/AIDS recipients that did not comply with specifications. Another issue raised was that PVOs cannot monetize commodities without a “best use by date.” It was reported that the Commodity Reference Guide set standards, however, USDA standards differ from those in some countries. The conclusion was that there is presently an honest attempt to administer common labels to projects funded by both USAID and USDA. Simplification of coding was welcomed by the participants.

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<sup>3</sup> See Annex 3 for the synopsis of the streamlining breakout groups.

### 3.4 Status Report: Agency Response to the South African Drought, Dale Skoric, USAID/FFP

Dale Skoric chaired the evening session and delivered a background brief on the region. The Southern African Development Community (SADC) is comprised of 14 member states, six of which are affected by the current food security crisis. There is a 3.1 million metric ton (MT) maize deficit in the SADC Region. FFP is responding to the 2.6 million MT deficit in the 6 affected countries. Humanitarian assistance will meet the approximately 1.2 million MT needed. Zimbabwe's needs represent 56% of the total requirement but the number of affected people is expected to rise from 7.6 million in July-August to 12.7 million people in the December-March period. To compound matters, HIV/AIDS prevalence rates are the highest in the world: 25.3 in Swaziland and 25.1 in Zimbabwe.

To meet the challenge, the USG response to existing WFP operations has been swift. 96,000 MT have been sent to existing operations and 36,000 MT are en route to the region and have yet to be allocated. The Inter-Agency USG Food Assistance Policy Council decided that an Emerson Trust draw was necessary. 270,000 MT of wheat was approved for sale by the USDA, which generated funds to procure 270,000 MT of mixed commodities needed in the region.

Skoric reported that an Inter-Agency Policy Coordination Committee (PCC) sub-group was established under the leadership of USAID. The PCC Sub-group is co-chaired by Roger Winter of DCHA and Gene Dewey of State Department. The PCC has also established a Working Group that meets bi-weekly and is chaired by Lauren Landis, FFP Director. The group is developing a diplomatic strategy, a public affairs strategy and a pipeline strategy. FFP is now formulating another proposal for an additional draw down of the Emerson Trust. Roger Winter, Lauren Landis and Bill Hagelman, USAID/Africa Bureau will visit Zambia, Zimbabwe and Malawi July 16-25, 2002.

14,000 MT of the 36,000 MT shipment presently en route is allocated to Zimbabwe. It was reported that South Africa is expected to have a 700,000 MT surplus. This will help only if the Government of Zimbabwe (GOZ) allows the commodities to enter the country. In the division of labor, WFP will handle logistics issues while PVOs handle distribution in the region. A donor outreach strategy is being formulated. To respond to the urgency, Ministers of Agriculture of the region will gather on July 16<sup>th</sup>, 2002 to discuss policy constraints. USAID and other donors are in discussion to monitor the situation in Zimbabwe with human rights observers. "FFP policy is to meet humanitarian needs. Food will not be used as a political tool in Zimbabwe specially since SADC does not have the capacity to monitor or distribute food," concluded Skoric.

## **4.0 Day Three**

### 4.1 Integrating Title II Resources/Programs with Other USAID Activities: Experiences & Innovations

The objective of this session was to identify and discuss lessons learned in the integration of resources and programming in order to inform the FFP strategic planning process and ongoing operations. Anne Swindale from FANTA introduced the subject and led a Panel that included: Enrique Urbana, USAID/Nicaragua; Tim Shortley, USAID/Ethiopia; and Herbert Smith, USAID/Indonesia. Elise Storck facilitated.

#### 4.1.1 Breakout Groups

Again, the participants were given 3 questions to guide and focus the discussions of the breakout and a Parking Lot.

1. What is meant by “integration” of Title II resources in the context of a specific region or programming area?
2. What are participants’ successful experiences with integration of Title II resources in this context? How might these successes be replicated?
3. What obstacles have participants encountered in trying to integrate Title II resources, and what are some of the lessons learned for overcoming them?

The participants were then divided into 7 breakout groups to discuss regional and programmatic perspectives:

1. Africa. Facilitated by Nancy McKay (USAID/AFR)
2. Latin America. Facilitated by Abdul Wahab (USAID/LAC)
3. Disaster Preparedness. Facilitated by Tim Anderson (USAID/Bangladesh)
4. Intra-USAID Integration. Facilitated by Bob Bell (CARE)
5. HIV/AIDS Programming. Facilitated by Walter Welz (USAID/Uganda)
6. Integrating Private Funds with Title II. Facilitated by Carol Jenkins (World Vision)
7. Agriculture/Nutrition Linkages. Facilitated by Anne Swindale (FANTA)

The breakout groups reconvened in the plenary conference room. A representative from each group presented the results of their deliberations and their recommendations<sup>4</sup>.

#### 4.2 Conference Wrap Up, Lauren Landis

Landis thanked all the participants for their substantial contributions to the discussions and debate, noting that the lines of communications between the various players in the field of Food Aid have started a dialogue that, she hopes, will continue after this conference ends.

##### 4.2.1 Challenges facing FFP in coming months

Landis talked at length about some of the take-home messages and overriding themes that emerged from the discussions. She started with the challenges facing FFP in the coming months:

1. 202(e) and ITSH have changed and represent a challenge to balance authorities and various interests
2. Changes in monetization, the need to reduce percentage aid monetized, and new sales procedures— what this entails for all?
3. Streamlining is now Law and a real challenge. Landis reiterated her commitment to make streamlining a truly consultative process.
4. Decisions have been made for GFEI (the McGovern-Dole) and Food For Progress. The remaining question is: What agency will eventually implement the \$100 million GFEI program?

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<sup>4</sup> See Annex 4 for the synopsis of integration breakout groups.

5. The Intra-agency Review conclusion related to the use of Section 416(b) is the Secretary of Agriculture's (5d) authority will not be used. The Administration believes that an increase in Title II funds will be a more sustainable approach. The end of this source will require a fresh look at 202(e).
6. The paucity of funds will require a definite move to consolidate spigots. The Inter-Agency Review envisions a division of labor, whereby USAID works with PVOs and WFP while USDA focuses on bilateral government-to-government programs.
7. "The Emerson Fund is alive and well," stated Landis. It was recently activated to handle the Southern Africa Drought crisis. Work continues on a reimbursement mechanism.
8. There is a new understanding of what it means to be a "Pillar Bureau." The DCHA Bureau has a new strategy in the works. Landis believes that the new Assistant Administrators are pushing for the integration of programs among DCHA Offices. The Bureau also has a new Conflict Resolution Office.
9. The AID Administrator, Landis was happy to say, knows what FFP is all about. He is a firm believer in food security and not food distribution. He recognizes the link between food insecurity and conflict, acknowledging that famine can cause failed states. He believes that we can prevent state failure by preventing famine.
10. Concerning technology, Landis stated, "I walk away from the conference feeling the need for a new technology push," and expressed her support for FARES.
11. There are many good discussions about FFPIS. Landis recognized the need for a new platform and that "we will get it into the new age, even if the resources are not there yet." She also added that FFP needs to see how FFPIS fits with the streamlining process; how to make better use of the website, and how to use the website as a focus of information relative to streamlining.

#### 4.2.2 Themes requiring ongoing FFP discussion and analysis

1. The need for consultations
2. Transition, and how to do it best
3. An appreciation of all obstacles and successes
4. The realization that integration is sometimes confusing, but we need to focus on our needs
5. Monetization - understanding and accepting that it will be reduced. Hence, the need to conduct a portfolio review and analyze the issue.

#### 4.2.3 "To Do List"

Finally, Landis shared her "To do List" with the participants. This includes:

1. A short, concise summary of the conference. It will come out ASAP. "I am not interested in a document collecting dust on a shelf! The FFP Conference is a "working conference," therefore the report will be a "working document.""
2. Streamlining. Landis reiterated that FFP is committed; that the FACG is the best forum for discussions and that it will be conducted in a consultative manner. The process, she added, will be done in the next six months.
3. The Policy Letter: "We owe you one. The draft will be distributed in mid-July."
4. Procedures for the ISA and emergencies will be looked at.
5. "There is tons to do!" recognized Landis. The challenge of staffing and getting the right people is one of her priorities. She put the PVO community on notice

- that she will not hesitate to conduct raids as, “We are on the lookout for good people.” Senior Management, she said, needs to focus on staffing.
6. Regarding inter-agency coordination, there is need to focus on: Food For Peace, the Emerson Trust, and the Southern Africa Drought.

#### 4.2.4 Landis concluded:

“I would like to end by saying thank you. It was a working conference. Participation was good. There was much on tasks. The agenda was dense. The assignments were tough. Some topics were difficult. Discussions were sometimes heated and passionate, but it was in a constructive working environment. I have good vibes about the meeting, and I thank you all for it. I would like to thank the people who made it possible:

- Elise Storck was a fine organizer and a superb time-keeper
- Thanks to Curt and Samir. Logistics went quite well
- Thanks to the panelists. Some were assigned with very little advance notice. It was a revolving agenda.
- Thanks to the note takers from the AMEX staff

To end, let me say that we are committed to strengthening the consultative process and our partnership with our partners.”

At the end of the concluding remarks, an evaluation form was distributed to the participants. Out of 216 attendees, 68 returned the form<sup>5</sup>.

### 4.3 USAID concerns of FFP field and headquarters staff

#### 4.3.1 Field Implications of the Farm Bill and Inter-Agency Review

The objective of this meeting was to support the field in understanding and adhering to new legislative and policy directives by providing guidance on interpretation of the Farm Bill and Inter-Agency Review. The session was facilitated by Elise Storck and included: Mary Lewellen from USAID/Ethiopia; and Lauren Landis, Jeanne Markunas and Angelique Crumbly from FFP.

The group discussed at length the synopsis of the new Farm Security and Rural Investment Act of 2002<sup>6</sup>, i.e. the Farm Bill, prepared by Don Gressett from USAID’s General Counsel Office. The following points were raised as part of the discussion:

1. Missions need to know how their responsibilities will change if GFEI becomes part of USAID
2. Food For Peace needs to become more involved in adult literacy programs and not just support basic education
3. Monetization
  - a. OMB wants to reduce monetization and integrate more direct assistance into the DAPs
  - b. Pre-existing DAPS will be grand-fathered in

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<sup>5</sup> See Annex 5 for the tabulation of the evaluation results.

<sup>6</sup> See Annex 6 for the Farm Security and Rural Investment Act of 2002.

- c. Current approved monetization programs will stand, but new ones will be reduced
- d. FFP should consult with the PVO community and with Michigan State University to agree on an acceptable level for monetization programs

#### 4.3.2 Lessons Learned, Best Practices, and Broad Implications: Field Perspectives and Experience

The objective of this session was to examine best practices from the field, in order to identify innovations in program implementation and management that can be replicated in other Title II Programs. Lauren Landis moderated the session.

##### 4.3.2.1 USAID/Bolivia Impact Evaluation, panelist Abdul Wahab, USAID/LAC

Abdul Wahab started with an impact evaluation for the Title II Bolivia Programs. He outlined the opportunities for USAID in the country and their achievements thus far. Wahab first described Bolivia, mentioning a harsh terrain, an absence of infrastructure including education and health systems, and 250 communities suffering from extreme food insecurity. In terms of opportunities, he identified:

1. Macroeconomic stability
2. Popular Participation Law
3. Successful decentralization process
4. Long-term growth outlook is good

In terms of achievements, he mentioned:

1. Net annual household income increased from \$322 to \$963
2. Decline in chronic malnutrition rates (11% in boys, 9% in girls)
3. Increased access to safe drinking water increased from 9% to 31% of the country
4. Decline in school drop-out rates
5. Reduction of infectious diseases
6. Improved storage and processing of foods
7. 3,900 kilometers of rural roads were constructed
8. Market-driven development programs have been effective and successful
9. Institution building at all levels

Community participation has been a contributor to the success of the ventures. It involves good environmental practices, sound technical consulting, and was based on market forces.

The lessons from the USAID/Bolivia experience were summed up by Wahab:

1. A team approach is helpful
2. Good environmental practices are good development practices
3. All interventions are contributing to decrease malnutrition within a year
4. Programs need to be extended beyond the 5-year ceiling with good evaluation criteria and an exit strategy
5. Program success is due to good management structure

Regarding difficulties, Abdul Wahab cited:

1. Intervention to provide rural micro-credit. Yet, difficulty in collecting the loans

2. Involvement of host country government. Yet, the government is centralizing activities as a result of the Law of Participation
3. Exit strategy. Yet, a lack of Government school feeding programs.

Concerning resources for the future, Abdul Wahab reported that future resources to continue programming will come from the President's budget, drawing on DA funds, and monetization that is still available.

#### 4.3.2.2 Addis Managed DAP review, panelist Ali Said, USAID/Ethiopia

Ali Said spoke of his experience with the Ethiopia FY2003 External DAP Review completed a month ago. It was a "very robust" and rigorous DAP review. Said described the setting as a Title II team composed of individuals from each S.O. to review DAP and RFA concurrently with the review by FFP/W. The result was a consolidation of comments (Mission, FFP/W and FANTA) and one submission. Said also reported that the mission will work with FFP/W in the coming months towards a joint approval. He observed that the lessons learned are that the commitment of the mission was essential and that Title II cross-cutting issues represented the convergence of AID/W and the Mission at the programmatic level without compromising Title II objectives. In his opinion, it was very effective and efficient to conduct the review process. Having the DAP defense done in front of Lauren Landis, the FFP Director, and in Addis Ababa, made Said feel as though everybody was able to act as one team.

#### 4.3.2.3 West Africa Commodity Tracking System, panelist Nancy Estes, USAID/Mali

Nancy Estes presented the West Africa Commodity Tracking System (WACOM) of the West Africa regional Office of Food For Peace with a wealth of data and charts. She said that USAID/Mali has 19 CS programs operating in 14 countries. The staff USAID/Mali consists of 2 FFP Officers, 2 FSNs and 1 PSC. Therefore, she feels there exists an oversight challenge; hence the need for efficient, effective management tools.

Estes informed the participants that the WACOM database:

1. Reports Title II issues in Africa
2. Provides CS commodity Status report
3. Developed food logs in coordination with CRS
4. Focuses on in-country losses
5. Produces annual reports
6. Produces country-specific reports
7. Considers sectoral breakdowns
8. Reports food losses and claim status
9. Provides regional analysis, and
10. Analyzes call forwards and losses

She indicated that there exists a relatively high vessel rate loss vs. in-country losses. This, she added, is due to poor port losses, which may be overstated, but in-country losses have been usually understated. Estes then talked about the major issues facing WACOM:

1. The methodology used for CSRs and RSRs is detailed and tedious
2. Electronic data swap between CS and Mission. A template was developed for PVOs without a system being already in place.

### 3. The need for coordinating Bellmons and UMRs

Estes then described the March 2002 meeting in Dakar that brought together the Foreign Agriculture Services Regional Attaché, based in Abidjan, Cote d'Ivoire, and USAID's Regional FFP Officer, from Bamako, Mali to discuss Bellmon analyses. The meeting recommended that the group provide a Bellmon profile for each West African country. USAID/Mali agreed to develop one per country and the basic data to be posted on the USAID/Dakar website, FFP, and FAM. The format has already been agreed upon.

At the end of the discussion, Jim Thompson, from USAID/FFP, surveyed the participants to determine if any other commodity management system existed. He stated that all could benefit from technology sharing, that there would be no need to "re-invent the wheel," as the need for standardization would educate FFP/W as well.

#### 4.3.3 Maximizing FFP's Field Presence

The objective of this session was to identify opportunities for increasing responsibility, accountability, and capacity-building for FFP staff in the field, particularly FSNs. The moderator was Lauren Landis and the panel included:

1. Golam Kebir (USAID/Bangladesh)
2. Ashi Kathuria (USAID/India)
3. Pedro Carillo (USAID/Madagascar)
4. Solonirina Ranaivojaona (USAID/Madagascar)

The four panelists were Foreign Service Nationals (FSNs). They discussed their experience in the field as well as their hopes and thoughts on their jobs. All four panelists shared the opinion that, although their work is often difficult, things are moving forward; and they have seen more responsibility handed over to the FSNs. They hope to have more responsibility in the future.

Golam Kebir was the first speaker. He said that he has been 23 years with the USAID Mission. He pointed out that FSNs are an important part of the Mission. FSNs, Kebir said, play a critical role and assume large responsibilities in re-delegated Missions. Talking about areas of improvement, he stressed the importance of FSNs as a human resource for the Mission, as they know the country and the local cultures, and in many cases represent the institutional memory of the Mission.

Ashi Kathuria thanked USAID for giving her the chance to be part of this gathering. She explained that she has received much on the job training, and that in the past few years she has witnessed a lot of responsibility handed over to the FSNs. She stresses the need for delegation of authority to FSNs and the need to give them more training in project management. She suggested more training at the regional level for increased experience sharing and to further the opportunity to "tap" into the FSN resources. She then talked about the important role FSNs play for better interaction with the host government and suggested that FSNs should become full-fledged FFP Officers.

"Riri" Ranaivojaona talked about the role FSNs play in the implementation of the FFP programs in the field. He asked the question, "What is my job?" and answered saying it was to serve the local community and get results. "How to do it?" he asked. He

believes that it can be done by developing trust between the Mission and the beneficiaries and by carrying out the responsibilities in a professional way. The best way to do it, he concluded, is to give FSNs full and total certification.

Pedro Carillo started by saying that he was a Third Country national (TCN) working as a PSC. He reminded the participants that the FSNs run the ship when the bosses are away. He added that FSNs stay behind when ordered departures take place. They keep the food aid program alive. Hence, the need for more comprehensive training.

At the end of the presentations, Lauren Landis expressed her thanks and gratitude to Ron Senykoff (USAID/Nairobi) who was instrumental in suggesting and organizing this very valuable and instructive panel discussion.

#### 4.3.4 Open Forum with FFP Senior Management Team

The objective of the session was to have a dialogue with FFP Senior Managers on management issues raised by the participants. The Team consisted of: Lauren Landis (FFP Director), Jeanne Markunas (FFP Deputy Director), Jon Brause (FFP/EP, Chief), Angelique Crumbly (FFP/DP Acting Chief), and Jeff Drummond (FFP/POD Chief). Elise Storck was the facilitator.

Lauren Landis opened the meeting by saying that it was an open discussion to discuss any and all topics of interest to the participants.

The questions covered a wide range of issues. These included personnel and the need for more staff; PVO requests for multi-year programs; the need to involve more intimately the PVO community in the planning process; the posting of more BS 15 Direct Hire staff overseas to oversee the programs; to consider the idea of a “double major” to keep New Entry Professionals (NEPs) who are going after other backstops; the need to extend the DAP ceiling beyond 5 years to be more realistic; FFP to play a greater role in donor coordination; and better communications between USAID/W and the missions.

The Senior Staff members provided answers as best they could in an atmosphere of frank discussion devoid of “canned” clichés and defensive attitudes. It was the end of a long and intensive conference and it was the last meeting where the staff, particularly the overseas staff, was trying to get answers to crucial and important issues. The answers came as honest and straightforward as they could possibly be.

Regarding the multi-year issues, Jeanne Markunas reported that PVOs wanted multi-year programs, and often changed the programs significantly from year to year. She said FFP needs to address changes made midstream by PVOs, and that FFP is now trying to get a better design from the PVOs at the onset and remain with it for all five years without major changes. Lauren Landis added that the PVOs did not feel like they were being heard. “The partnership and listening should be improved,” she added. PVOs felt so bad about the situation that they wanted to legislate the relationship. Landis continued saying that FFP has established a dialogue with Congress and the Agriculture Committee to avoid falling short of expectations. Angelique Crumbly noted that there is currently a “Streamlining Committee” that is looking at the DAP Review Process and Landis added, “We will give Congress a status report and after roughly one year provide a final report to make sure that we are on track.”

Regarding her vision of the possibility of expanding BS-15 Direct Staff overseas, Landis admitted that she does not have a vision yet, other than know that FFP needs to fix the situation. She pointed out that the situation is compounded by the fact that many BS-15ers are retiring and not many slots are open as missions often replace them by other backstops. Jeanne Markunas remarked that “When you have a highly visible situation, that is the time to time to raise the staffing issue, and we have raised the issue with the Administrator. There are good NEPs, but where are the positions?” Markunas recognized that everyone is feeling the crunch and recognize that FFP needs staff. She reported that some temporary positions overseas will be created for NEPs, but they will have to be OE-funded. Concerning the “double major,” Markunas pointed out that it would mean an official systemic change, which is not plausible in the short term.

Regarding the 5-year ceiling for DAPs, Landis said that it is difficult to “solve the problem” in 5 years. Regarding the US contribution, Jon Brause reported that a lot of thought has been given by FFP for leadership in Afghanistan and in Southern Africa. He said that there is a strategy for donor outreach, and that with the Millennium Challenge Account, things will change and we will be stepping up to the plate.

After the Senior Management Team fielded questions and the staff received answers that satisfied their concerns and enquiries, the meeting and the conference were adjourned ending three days of intensive, frank and challenging interchange among the various members of the larger Food Aid Community.

**ANNEX 1**

**FOOD FOR PEACE CONFERENCE**

**VISION AND STRATEGY**

**FLIP CHARTS NOTES**

- 1. Sudden-Onset Emergencies** (The two groups merged in one due to insufficient number of participants)  
**(Facilitators: Lisa Witte & Kathy Hunt)**

**1.1. Causes of Food Insecurity**

- 1.1.1. Natural disasters
- 1.1.2. Conflict/Civil Strife
- 1.1.3. Breakdown of Infrastructure
- 1.1.4. Population Displacement
- 1.1.5. Redirection/Change of Government resources
- 1.1.6. Underlying vulnerability/Limited coping mechanisms

**1.2. Priority Objectives For Title II**

- 1.2.1. Timeliness/Quick response flexibility
- 1.2.2. Avoidance of malnutrition/Death (Decrease)
- 1.2.3. Enhance local capacity to respond to disaster
- 1.2.4. Prevent Loss of assets and livelihood

**1.3. Successful Interventions**

- 1.3.1. Purchase locally as necessary; Pre-positioning
- 1.3.2. Borrow Food
- 1.3.3. Diversion of food to emergency
- 1.3.4. Distribution of food to successfully targeted individuals/methodology of distribution; i.e. gender
- 1.3.5. Communicate/Partner with populations and government; PVOs; IOs; NGOs; Responding agencies
- 1.3.6. Pre-Emergency training of local partners and entities to respond to emergencies

## **1.4. How to measure success/Indicators**

- 1.4.1. Timeliness of Response
- 1.4.2. Volume of food moved against identified needs:
  - 1.4.2.1. Calories per person/per day
- 1.4.3. Crude mortality rate change
- 1.4.4. Nutritional status (wasting)
- 1.4.5. Local government response/capacity to respond
- 1.4.6. Client satisfaction
- 1.4.7. Availability of:
  - 1.4.7.1. Productive inputs
  - 1.4.7.2. Productive assets
  - 1.4.7.3. Investment assets

## **3. Complex Situations with Conflict & Population Displacement (Group A) (Facilitators: Susan Bradley & Beth Dunford)**

### **3.1. Causes of food insecurity**

- 3.1.1. Land ownership, limited land availability and security
- 3.1.2. Lack of Security
- 3.1.3. Political and economic instability causing inflation
- 3.1.4. Food distribution (not food aid) disrupted: markets and infrastructures
- 3.1.5. Stress on household assets (Host communities displaced)
- 3.1.6. Ethnic conflict
- 3.1.7. Breakdown of institutions leading to breakdown of services
- 3.1.8. Less access to seeds and credit (related to markets)
- 3.1.9. Loss of livestock
- 3.1.10. Loss of skills (HIV/AIDS and IDP camps) for farming:

- 3.1.11. Dealing with conflict
  - 3.1.11.1. Traditional values (entitlement)
- 3.1.12. Loss of indigenous seed base
- 3.1.13. Loss of social capital:
  - 3.1.13.1. Share Labor
  - 3.1.13.2. Care practice – Children
- 3.1.14. Health declining:
  - 3.1.14.1. Sanitation/Water
  - 3.1.14.2. Infectious diseases
  - 3.1.14.3. Nutrition status
- 3.1.15. Corruption – Predatory political system
- 3.1.16. Women’s physical security – not safe in fields/markets
- 3.1.17. Demographic shift:
  - 3.1.17.1. Women-headed families
  - 3.1.17.2. Children-headed families
- 3.1.18. Livelihood disrupted – Loss of income

### **3.2. Priority Objectives For Title II**

- 3.2.1. Preserve, re-establish, strengthen or create livelihood – Also water/Irrigation
- 3.2.2. Strengthen community-based coping networks and mechanisms
- 3.2.3. Improve nutritional status of affected populations. Crucial integration of resources
  - 3.2.3.1. Access to potable water
  - 3.2.3.2. Health care (integrate resources)
  - 3.2.3.3. Access to food
- 3.2.4. Mitigate causes of community-level conflict

### **3.3. Successful Interventions**

- 3.3.1. Agriculture input provision
- 3.3.2. Increase agricultural production through improved agricultural practices

- 3.3.3. Integration of basic literacy/numeracy into agriculture and health interventions
- 3.3.4. Rehabilitation of irrigation systems using food for assets (community assets)**
- 3.3.5. Incorporation of HIV/AIDS awareness
- 3.3.6. Community management of malnutrition
- 3.3.7. Emergency school feeding
- 3.3.8. Provide food for teachers and health workers
- 3.3.9. Food For Work – Hand dug wells
- 3.3.10. Food For Training:
  - 3.3.10.1. Women
  - 3.3.10.2. Lost generations
- 3.3.11. Establishment of mechanism of mediation and negotiation

### **3.4. How to Measure Success/Indicators:**

- 3.4.1. Mortality rate
- 3.4.2. Nutritional status
- 3.4.3. Improvement in household:
  - 3.4.3.1. Food security
  - 3.4.3.2. Food stocks
  - 3.4.3.3. Diet diversity
- 3.4.4. Behavior change measures
- 3.4.5. Number of community groups in place
- 3.4.6. Access to food (beneficiaries numbers time)
- 3.4.7. Access to water
- 3.4.8. Reduction in incidence of local conflicts
- 3.4.9. Literacy and numeracy rates of affected populations

## **4. Complex Situations with Conflict and Populations Displacement (Group B) (Facilitators: Tom Ewert and David Garms)**

### **4.1. Causes of Food Insecurity**

- 4.1.1. Limited land access
- 4.1.2. Strained or non-existing services
- 4.1.3. Fear of conflict prevents people from seeking food
- 4.1.4. Religious and ethnic differences
- 4.1.5. Failed coping mechanisms due to the separation/removal from home
- 4.1.6. Host government policies and practices
- 4.1.7. Limited income opportunities due to displacement (e.g. rural and urban)
- 4.1.8. Collapse of trade systems (food unable to reach populations in need)
- 4.1.9. International bureaucracy
- 4.1.10. Natural Resources (oil, diamonds, etc)

#### **4.2. Priority Objectives For Title II**

- 4.2.1. Stabilize displaced populations so that agriculture activities can be undertaken
- 4.2.2. Get food to people
- 4.2.3. Provide nutrition and agricultural information
- 4.2.4. Support Income Generation Activities
- 4.2.5. Address famine
- 4.2.6. Ref. Title II objectives (Law)
- 4.2.7. Review country strategy to determine what is working and what is not
- 4.2.8. Conflict prevention
- 4.2.9. Identify strategies of foreign policy that constrain implementation
- 4.2.10. Advocate for return to normal coping mechanisms
- 4.2.11. Getting the right food to the right people at the right time

#### **4.3. Successful Interventions**

- 4.3.1. Get information on radio (e.g. Guatemala)

- 4.3.2. Local capacity building of host government and local entities (e.g. Ethiopia – REST)
- 4.3.3. Distribution of food, seeds and goats; The goats were the only things remaining in a follow up evaluation (e.g. Sudan)
- 4.3.4. Community participation (e.g. Liberia)
- 4.3.5. Provide technical advice so people can undertake activities themselves (e.g. Uganda)
- 4.3.6. Attempt to find ways to move away from direct distribution over a long period (e.g. Uganda, Guatemala refugees in Mexico)
- 4.3.7. M&E strategy that is continually re-examined
- 4.3.8. Interventions that limit the depletion of resources

#### **4.4. How to Measure Success/Indicators**

- 4.4.1. Avert loss of life
- 4.4.2. Improve and/or maintain nutrition rates
- 4.4.3. Have baseline to provide concrete statistics for improvement of national strategies
- 4.4.4. Number of people seeking education
- 4.4.5. Exit strategy (existence of and ability to undertake)
- 4.4.6. Food prices
- 4.4.7. Assets in the market
- 4.4.8. Overall impact on quality of life
- 4.4.9. Livestock prices

#### **4.5. Parking Lot**

- 4.5.1. US foreign policy related to development activities
- 4.5.2. PVOS/NGOs to raise awareness among decision-makers to influence policy

## **5. Situations with Highly Vulnerable Populations Subject to recurrent Shocks (Group A) (Facilitator: Steve Zodrow)**

### **5.1. Causes of Food Insecurity**

5.1.1. Population growth and density

5.1.2. Political factors:

5.1.2.1. Governance issues

5.1.2.2. Public policies

5.1.2.3. Participation of civil society

5.1.2.4. Lack of rights

5.1.2.5. Conflict

5.1.3. Poor Infrastructure:

5.1.3.1. Markets

5.1.3.2. Roads

5.1.3.3. Irrigation

5.1.4. Access to inputs:

5.1.4.1. Credit

5.1.4.2. Seeds

5.1.5. Education and literacy

5.1.6. Health and nutrition status: HIV/AIDS

5.1.7. Environmental shocks:

5.1.7.1. Drought

5.1.7.2. Floods

5.1.8. Technology adoption

5.1.9. Social/cultural factors: ethnic access

5.1.10. Globalization

### **5.2. Priority Objectives For Title II**

5.2.1. Indigenous capacity strengthened/build

5.2.1.1. Local organizations

5.2.1.2. Civil society

5.2.1.3. Local government

5.2.2. Increase revenue. Household assets diversification, livelihood

5.2.3. Reduce environmental degradation

5.2.4. Access to social services increased

## **5.3. Successful Interventions**

### **5.3.1. Capacity building**

5.3.1.1. Training/ownership of intervention (enabling people to participate):

5.3.1.1.1. Community leaders

5.3.1.1.2. Local government

5.3.1.1.3. Civil society

5.3.1.2. Strengthening indigenous organization, communities:

5.3.1.2.1. Enabling organizations

5.3.1.2.2. Good relations

5.3.1.3. Information exchange

5.3.1.4. M&E at community level:

5.3.1.4.1. Self-assessment

5.3.1.4.2. Partnerships

### **5.3.2. Increase revenue:**

5.3.2.1. Micro credit:

5.3.2.1.1. Input

5.3.2.1.2. Small business creation

5.3.2.2. Food processing & preservation

5.3.2.3. Assets protection in emergency response:

5.3.2.3.1. Food/cash

5.3.2.3.2. Early warning

5.3.2.4. Food For Work:

5.3.2.4.1. Infrastructure rehabilitation

5.3.2.4.2. Agriculture

### **5.3.3. Reduce environmental degradation:**

5.3.3.1. Improve natural resources management for sustainable agriculture:

- 5.3.3.1.1. Soil and Water
    - 5.3.3.1.2. Agro-forestry
    - 5.3.3.1.3. Land regeneration
  - 5.3.3.2. Raise public awareness re population pressure on land
  - 5.3.3.3. Build infrastructure (bridges & roads) to avoid further erosion and degradation
  - 5.3.3.4. Training of farmers, officials, extension agents
- 5.3.4. Access to social services:
  - 5.3.4.1. Improved service/infrastructure:
    - 5.3.4.1.1. Health/Nutrition
    - 5.3.4.1.2. Human resources
    - 5.3.4.1.3. Water/sanitation
    - 5.3.4.1.4. HIV/AIDS prevention and care
    - 5.3.4.1.5. Information
  - 5.3.4.2. Role of food aid:
    - 5.3.4.2.1. Training
    - 5.3.4.2.2. Incentives
    - 5.3.4.2.3. Nutrition

## **6. Situations with Highly Vulnerable Populations Subject to recurrent Shocks (Group B) (Facilitator: Ina Schonberg)**

### **6.1. Introduction:**

- 6.1.1. Populations subject to recurrent shocks:
  - 6.1.1.1. Climatic
  - 6.1.1.2. Economic
  - 6.1.1.3. Civil unrest/conflict
- 6.1.2. Examples:
  - 6.1.2.1. Ethiopia – Recovering
  - 6.1.2.2. Haiti – Failing State?

6.1.2.3. Mauritania and Niger – Cycles of ups and downs

**6.2. Causes of Food Insecurity**

- 6.2.1. Poor policy and planning
- 6.2.2. Poor governance
- 6.2.3. Lack of infrastructure/technology
- 6.2.4. Poor natural resources:
  - 6.2.4.1. Degradation
  - 6.2.4.2. Under-exploited
- 6.2.5. Conflict over resources and political control
- 6.2.6. Human capital
- 6.2.7. Population growth
- 6.2.8. Health issues: HIV/AIDS affected populations

**6.3. Priority Objectives For Title II**

- 6.3.1. Policy dialogue
  - 6.3.1.1. International donor coherency at political level. Closing transatlantic gap on food security approaches
  - 6.3.1.2. Emergency response reform
  - 6.3.1.3. Development of safety nets backed by donors (help country “get into/access” millennium a/c
- 6.3.2. Disaster preparedness/mitigation
- 6.3.3. Reducing vulnerability and building assets
- 6.3.4. Multi-year funding
- 6.3.5. Chronic vs. emergency needs
- 6.3.6. Bridging gap to scale
- 6.3.7. Programming mechanisms for transitional situations
- 6.3.8. Advocating for “recovering” states
- 6.3.9. FFP needs technical capacity in national policy reform

6.3.10. Tie food aid efforts to World Bank and European donors funding

**6.4. Successful Interventions**

6.4.1. Disaster preparedness/mitigation –  
Community-based food security committees

6.4.2. Asset building

6.4.3. Increasing food availability

6.4.4. Increasing access

**6.5. How To Measure Success/Indicators**

**6.6. Parking Lot**

6.6.1. FFP needs to get into “Policy Game.”

6.6.2. Cycle: resources needed to support policy changes. Allow countries to take the risk

6.6.3. Forgetting Relief to Development dichotomy. Longer-term commitment to resources

6.6.4. Need multi-year funding

6.6.5. Mission need more power to make decisions

6.6.6. Review/approval efficiency

**6.7. Cross-Cutting Issues:**

6.7.1. Manageable interest

6.7.2. Capacity building

6.7.3. Gender

6.7.4. Conflict mitigation

6.7.5. Famine prevention

6.7.6. Scale of community vs. national focus

**7. Situations with Relatively Stable but Food-Insecure Populations Subject to Occasional Shocks (Group A)  
(Facilitator: Bobbie Vanhaften)**

**7.1. Causes of Food Insecurity**

7.1.1. Natural resources degradation

7.1.1.1. Land/water scarcity

- 7.1.1.2. Low land productivity/access
  - 7.1.2. Increased population density:
    - 7.1.2.1. Increased tensions/conflict
    - 7.1.2.2. Vulnerable groups/conflict
  - 7.1.3. Government:
    - 7.1.3.1. Weak government leadership
    - 7.1.3.2. Goal prioritization (Agriculture, water, education)
    - 7.1.3.3. Deterioration of infrastructure/service provision
    - 7.1.3.4. Policies inadequate to meet challenge
    - 7.1.3.5. Inadequate international donor leadership
  - 7.1.4. Low level of basic education
    - 7.1.4.1. Low productivity
    - 7.1.4.2. Unskilled, unhealthy labor force
    - 7.1.4.3. Inappropriate maternal child feeding practices
    - 7.1.4.4. Low awareness of HIV/AIDS
    - 7.1.4.5. Low awareness of nutritional practices
  - 7.1.5. Unexpected shocks:
    - 7.1.5.1. Natural hazards
    - 7.1.5.2. Political conflicts
    - 7.1.5.3. Economic problems
  - 7.1.6. Weak private sector/Marketing
- 7.2. Priority Objectives for Title II: Develop Human Capacity**
  - 7.2.1. Activities:**
    - 7.2.1.1. Children's education
    - 7.2.1.2. Women's capacity development
    - 7.2.1.3. Access to education
    - 7.2.1.4. Quality of education
    - 7.2.1.5. Focus on Female

7.2.1.6. Leadership and management development

7.2.1.7. Transparency, accountability, ownership

7.2.1.8. Skills development

**7.2.2. Indicators:**

7.2.2.1. School attendance and retention rates/Gender

7.2.2.2. Literacy, numeracy and skills development/Gender

7.2.2.3. Number of functional community groups managed by community and women

**7.3. Priority Objectives for Title II: Improve Productivity**

**7.3.1. Activities:**

7.3.1.1. Increase yields

7.3.1.2. Improve varieties

7.3.1.3. Protect/conserve/manage natural resources

7.3.1.4. Balance cash and food crops

7.3.1.5. Market and enterprise – private sector development

7.3.1.6. Improve Market access to water

**7.3.2. Indicators:**

7.3.2.1. Improved agricultural practices, e.g.:

7.3.2.1.1. Land use

7.3.2.1.2. Inputs

7.3.2.1.3. Multi-cropping

7.3.2.1.4. Water use

7.3.2.2. Increased yields

7.3.2.3. Increased farm incomes, e.g.:

7.3.2.3.1. Increased net sales

7.3.2.4. Increased number of buyers –  
types

7.3.2.5. Increased number of enterprises

7.3.2.6. Increased net sales of specific  
inputs

#### **7.4. Priority Objectives of Title II: Improve Human Health and Nutrition:**

##### **7.4.1. Activities:**

7.4.1.1. Access to clean water and  
sanitation

7.4.1.2. Healthy practices:

7.4.1.2.1. Infant feeding

7.4.1.2.2. Maternal care

7.4.1.2.3. Reproductive health

7.4.1.2.4. Hygiene

7.4.1.3. Access to health services

7.4.1.4. Quality of health services

7.4.1.5. Health and nutrition education

7.4.1.6. Private sector development and  
involvement

7.4.1.7. Community Development and  
involvement

##### **7.4.2. Indicators:**

7.4.2.1. Improved health  
behavior/Practices (health &  
Nutrition)

7.4.2.1.1. Infant feeding  
practices

7.4.2.1.2. Ante-natal care

7.4.2.1.3. Immunization rates

7.4.2.1.4. Care seeking  
behavior:

7.4.2.1.4.1. Reduced  
incidence of

- water-borne diseases
- 7.4.2.1.4.2. Improved access/outreach, e.g.: number of villages having regular health services delivery
- 7.4.2.1.5. Number of community health group volunteers trained.

**7.5. Objective: Strengthen Institutional and Community systems/Capacity**

**7.5.1.Activities:**

- 7.5.1.1. Leadership and management
- 7.5.1.2. Women's involvement
- 7.5.1.3. National and local government
- 7.5.1.4. Community-based organizations:
  - 7.5.1.4.1. PTA
  - 7.5.1.4.2. Farmers associations, etc.

**7.6. Objective: Improve household Income/Assets**

**7.6.1.Activities:**

- 7.6.1.1. Reduce vulnerability and build capacity to deal with shocks
- 7.6.1.2. Diversify Household income
- 7.6.1.3. Balance food and cash/other assets

**7.6.2.Indicators (for 7.5 and 7.6):**

7.6.2.1. Number of sustainable community-managed systems.

E.g.:

7.6.2.1.1. Number of wells maintained

7.6.2.1.2. Number of credit groups functioning

7.6.2.1.3. Number of village committees functioning (health, education, agriculture)

7.6.2.1.4. Number of women leaders

## **7.7. Successful Interventions**

7.7.1.1. Integrated programs at the **community** level

7.7.1.2. Strengthening **community** management and organization

7.7.1.3. Local ownership of programs/accountability

7.7.1.4. **Community** access – roads to markets and other services

7.7.1.5. Inclusion/empowerment of women

7.7.1.6. More vulnerable children in school

7.7.1.7. Improved technology in agriculture

7.7.1.8. Human capacity building through training

7.7.1.9. Links improved/established with local governments

7.7.1.10. Strengthening of civil society

7.7.1.11. Water and sanitation  
projects

7.7.1.12. Improved health and  
nutrition

## **7.8. How to Measure Success/Indicators**

7.8.1. All indicators aggregated by gender

## **7.9. Program principles**

7.9.1. Recognize that problems are not static and  
can worsen over time. A stable situation can  
become unstable.

7.9.2. Work on developing consensus on priorities  
among partners, including governments

7.9.3. Need more involvement of governments in  
program development and implementation

7.9.4. Focus more on involvement of private  
sector in programs

7.9.5. Take advantage of outcome of recent World  
Food Summit, including development and  
implementation of country food security  
strategies. Title II resources are small  
compared to government and private sector  
resources

7.9.6. Work more with and through communities

7.9.7. Don't ignore national policies when  
relevant

7.9.8. Develop more opportunities for partners to  
share experiences and develop synergies  
among programs and sectors

## **7.10. Cross Cutting Objectives**

7.10.1. Community  
empowerment/development

7.10.2. Participation of females

7.10.3. Promoting health behavior

- 7.10.4. Increase collaboration, cohesion and complementarity among programs, actors and sectors
- 7.10.5. Build local capacity – Private sector, NGO and government
- 7.10.6. Reduce vulnerability and increase capacity to deal with shocks

### **7.11. Parking Lot**

- 7.11.1. Advocacy: Policy change:
  - 7.11.1.1. Land
  - 7.11.1.2. Support services
- 7.11.2. Developmental relief
- 7.11.3. Scenario-based planning:
  - 7.11.3.1. Flexibility
  - 7.11.3.2. Contingency stocks

## **8. Situations with Relatively Stable but Food-Insecure Populations Subject to Occasional Shocks (Group B) (Facilitators: Rachel Grant, Carolyn Hughes and Curt Nissley)**

### **8.1. Causes of Food Insecurity**

- 8.1.1. Lack of education
- 8.1.2. Lack of income
- 8.1.3. Health and sanitation:
  - 8.1.3.1. Nutrition/Micronutrients
  - 8.1.3.2. Public health
  - 8.1.3.3. HIV/AIDS
- 8.1.4. Lack of access to land
- 8.1.5. Poor Infrastructure/Roads
- 8.1.6. Governance
- 8.1.7. Civil strife/social upheaval
- 8.1.8. Floods, drought
- 8.1.9. Infestation/Pests

- 8.1.10. Natural disasters
- 8.1.11. Market access
- 8.1.12. Poverty: lack of income
- 8.1.13. Poor health and sanitation
  - 8.1.13.1. Access
  - 8.1.13.2. Nutrition
  - 8.1.13.3. Infrastructure
  - 8.1.13.4. HIV/AIDS
- 8.1.14. Access to land – agriculture
  - 8.1.14.1. Markets
  - 8.1.14.2. Production
  - 8.1.14.3. Infrastructure
  - 8.1.14.4. Infestation
  - 8.1.14.5. Pests
  - 8.1.14.6. Land access
- 8.1.15. Host government/governance
- 8.1.16. Policies:
  - 8.1.16.1. Infrastructure
  - 8.1.16.2. Population
  - 8.1.16.3. Economics
  - 8.1.16.4. Empowerment
  - 8.1.16.5. Land tenure
- 8.1.17. Corruption
- 8.1.18. Population growth
- 8.1.19. Natural and people-made disasters:
  - 8.1.19.1. Floods
  - 8.1.19.2. Drought
  - 8.1.19.3. Social upheaval:
    - 8.1.19.3.1. Sectarian
    - 8.1.19.3.2. Ethnic
    - 8.1.19.3.3. Tribal
  - 8.1.19.4. Environmental degradation

## **8.2. Priority Objectives For Tile II**

### **8.2.1. The Whats**

#### **8.2.1.1. Income Generation**

- 8.2.1.1.1. Employment
    - 8.2.1.1.2. Reduction of post-harvest losses
  - 8.2.1.2. Peace building/mitigation
    - 8.2.1.2.1. Disaster preparedness
    - 8.2.1.2.2. Conflict management, etc
  - 8.2.1.3. Agriculture development
    - 8.2.1.3.1. Post harvest losses
    - 8.2.1.3.2. Increased production
    - 8.2.1.3.3. Marketing
  - 8.2.1.4. Improved nutrition/health status:
    - 8.2.1.4.1. Health
    - 8.2.1.4.2. De-worming
    - 8.2.1.4.3. Care practices
    - 8.2.1.4.4. Access
- 8.2.2. The Hows (Strategies) (But need to be held accountable to these priority strategies/objectives as well)
  - 8.2.2.1. Cross-cutting themes
    - 8.2.2.1.1. The insertion of cross-cutting themes/resources into activities
  - 8.2.2.2. Innovation: Support and seek out creative models/programs
  - 8.2.2.3. Integration, multi-sectoral
    - 8.2.2.3.1. Emergency/development continuum
    - 8.2.2.3.2. minimize fragmentation, isolation, duplication
    - 8.2.2.3.3. Maximize energies and collaboration:

- 8.2.2.3.3.1. Donor coordination
- 8.2.2.3.3.2. Interagency collaboration
- 8.2.2.3.3.3.intra-agency collaboration/ coordination
- 8.2.2.3.3.4. What is integration within the agency?

### 8.3. **Successful Interventions**

#### 8.3.1. USAID management interventions

8.3.1.1. HIV/awareness across all sectors

8.3.1.2. Education awareness within the agency

8.3.1.3. Integration of resources at all levels in order to support a coherent development strategy.

8.3.1.3.1. Creation of ad-hoc, needs-based teams

8.3.1.4. Better understand best practices. Share via case studies, field visits, etc.

8.3.1.4.1. Inter-office team creation at mission level and USAID/W

8.3.1.4.2. Multidisciplinary and needs-based teams (Guatemala Mission). Examples in health, in coordination with Guatemala Government)

8.3.2. Food security interventions – Best practices include:

8.3.2.1. Common vision well understood by all stakeholders

8.3.2.2. Community-based level (needs-based)

8.3.2.2.1. Incorporation of civil society

8.3.2.3. Long term commitment (As long as being responsive to needs)

8.3.2.3.1. Effective exit strategy

8.3.2.4. Regional integration of resources

8.3.2.5. Capacity building of local NGOs

8.3.2.5.1. Facilitation of community/local NGO: buy-in and “ownership”

8.3.2.6. Expand/Improve:

8.3.2.6.1. Working with credible local institutions

8.3.2.6.2. Identifying good organizations (old and new)

8.3.2.6.3. Networking

8.3.2.7. Need more staff time for effective collaboration/learning and quality, cost-effective programming (all this good stuff takes time!)

8.3.2.8. More resources for:

8.3.2.8.1. Successful demonstrated programs

8.3.2.9. Flexibility of allocation –  
Targeted use of resources

#### **8.4. How to Measure Success/Indicators**

8.4.1. Favorable government policies. Milestones:

8.4.1.1. Policies analyzed and  
implemented (continuum)

8.4.2. Increase in income levels

8.4.3. Increase in agricultural production

8.4.4. Improved environmental practices

8.4.5. Increase women participation

8.4.6. Increase HIV/AIDS awareness

8.4.7. Increase nutritional status of  
women/children/men

8.4.8. Increase education in general and on  
health/nutrition

8.4.9. Increase number of projects funded by  
multi-agency/multi-office/Department  
resources (collaboration)

8.4.10. Increase awareness of best practices  
within and between Agency and NGO  
communities

8.4.11. Increase budget for AID Title II  
programming

8.4.12. Increase PVO/NGO partnership doing  
good work

8.4.13. Streamline impact indicator needed

8.4.14. Increase number of beneficiaries  
reached (direct and indirect)

8.4.15. Increase health status



## **ANNEX 2**

### **STREAMLINING AND THE NEW FARM BILL**

The following provision related to streamlining has been incorporated into Section 202 of the Agricultural Trade Development and Assistance Act of 1954, as amended.

“(h) STREAMLINED PROGRAM MANAGEMENT.---

“(1) IMPROVEMENTS.- Not later than 1 year after the date of enactment of this subsection, the Administrator shall-

“(A) streamline program procedures and guidelines under this title for agreements with eligible organizations for programs in 1 or more countries; and

“(B) effective beginning with fiscal year 2004, to the maximum extent practicable, incorporate the changes into the procedures and guidelines for programs and the guidelines for resource requests.

“(2) STREAMLINED PROCEDURES AND GUIDELINES.- In carrying out paragraph (1), the Administrator shall make improvements in the Office of Food for Peace management systems that include-

“(A) expedition of and greater consistency in the program review and approval process under this title;

“(B) streamlining of information collection and reporting systems by identifying the critical information that needs to be monitored and reported on by eligible organizations; and

“(C) for approved programs, provision of greater flexibility for an eligible organization to make modifications in program activities to achieve program results with streamlined procedures for reporting such modifications.

“(3) CONSULTATION.-

“(A) IN GENERAL.- Paragraphs (1) and (2) shall be carried out in accordance with section 205 and subsections (b) and (c) of section 207.

“(B) CONSULTATION WITH CONGRESSIONAL COMMITTEES.- Not later than 180 days after the date of enactment of this subsection, the Administrator shall consult with the Committee on Agriculture and the Committee on International Relations of the House of Representatives and the Committee on Agriculture, Nutrition, and Forestry of the Senate on progress made in carrying out this subsection.

“(4) REPORT.- Not later than 270 days after the date of enactment of this subsection, the Administrator shall submit to the Committee on Agriculture and the Committee on International Relations of the House of Representatives and the Committee on Agriculture, Nutrition, and Forestry of the Senate a report on the improvements made and planned upgrades in the information management, procurement, and financial management systems to administer this title.”

**ANNEX 3**  
**FOOD FOR PEACE CONFERENCE**  
**STREAMLINING**  
**FLIP CHART NOTES**

**1. DAP Approval process (Facilitator: Angelique Crumbly)**

**1.1. What is Working Well?**

- 1.1.1. Guidelines are clear about what is expected in terms of page limitations and deadlines
- 1.1.2. Guidelines are improving
- 1.1.3. Consistent
- 1.1.4. Mission Involvement
- 1.1.5. One review meeting (like Ethiopia)
- 1.1.6. Open and transparent communications with missions and FFP
- 1.1.7. Better quality DAPS
- 1.1.8. Issue Letters combine FFP and mission issues

**1.2. What should be changed?**

- 1.2.1. Should be scrapped?
- 1.2.2. Re-delegated missions are they or are they not?
- 1.2.3. Process borders on abuse
- 1.2.4. Expensive process means “closed shop”
- 1.2.5. “Too many cooks spoil the broth”
- 1.2.6. Make a decision based on what is submitted. No re-submission
- 1.2.7. Mission’s attention to FFP guidance
- 1.2.8. Guidelines give more clarity on mission role
- 1.2.9. DA/Title II integration. What is the best way to improve the approval of both resources?

**1.3. Recommendations**

- 1.3.1. ADS----- HB9 + Guidelines

- 1.3.2. Staff increase
- 1.3.3. Training for consistency
- 1.3.4. Issues Letters concise and focus on legitimate threshold issues
- 1.3.5. Strengthen mission capacity in terms of FFP approval process
- 1.3.6. Divide the work between FFP and missions
- 1.3.7. ISAs
- 1.3.8. Reconcile mission cable and guidelines
- 1.3.9. Timeliness should be standard
- 1.3.10. Off cycles
- 1.3.11. Issues letter:
  - 1.3.11.1. Concise
  - 1.3.11.2. Threshold issues only

## **2. Establishment of a Mechanism/Strategy for Programming Title II Food Aid in a Transition context (Facilitator: Susan Bradley)**

### **2.1. What is Working Well?**

- 2.1.1. USAID has no coherent/established guidelines/mechanisms for “transition” programming
- 2.1.2. USAID recognizes that the EP – DP framework does not currently respond to the needs of transition programming

### **2.2. What should be changed?**

- 2.2.1. Review the relevance of EP/DP view of the world (Boxes)
- 2.2.2. Identify predictable emergencies and ensure programming which addresses underlying causes
- 2.2.3. Consider country strategy (vs. EP/DP)
- 2.2.4. Greater emphasis placed on coordinating contingency planning in DCHA

### **2.3. Recommendations**

- 2.3.1. Review legislation and policies re  
Emergency/Development programming
- 2.3.2. Re-define Emergency and Development to incorporate  
transition characteristics (transition programming to be  
reflected in both)
- 2.3.3. Consider re-organization implications:
  - 2.3.3.1. Staff
  - 2.3.3.2. Resources
  - 2.3.3.3. Systems (Information systems)
- 2.3.4. Contingency planning to be included in **all**  
programming.
- 2.3.5. Review WFP/PRRO and PVO and USAID missions'  
transition strategies (to inform FFP thinking)

### **3. Annual Reporting Requirements for Development Programs (Facilitator: Anne Swindale)**

#### **3.1. What Worked Well?**

- 3.1.1. Qualitative narrative that accompanies quantitative  
results
- 3.1.2. Reporting achieved US targets
- 3.1.3. Standardized formats, especially budgets and  
commodities
- 3.1.4. Annual budget approval allows some flexibility

#### **3.2. What Should be Changed?**

- 3.2.1. Program year vs. Fiscal Year
- 3.2.2. Different requirements, missions and FFP (DA and  
Title II)
- 3.2.3. Lack of use of reporting information for management
- 3.2.4. Repetitive attachments and information each year even  
with no change
- 3.2.5. Delayed feedback on CSR4
- 3.2.6. Comparability of indicators across programs

#### **3.3. Recommendations**

- 3.3.1. Provide improved instructions on how to report

- 3.3.2. Communications/Training
- 3.3.3. Training
- 3.3.4. Identify what is absolutely required by regulation vs, “Nice to know”
- 3.3.5. Working Groups
- 3.3.6. If notification is late (two to three months) apply in next cycle
- 3.3.7. Training, Training, Training!

## **4. Evaluation Requirements For Development Programs (Facilitator: Beth Dunford)**

### **4.1. What Worked Well?**

- 4.1.1. Standardization:
  - 4.1.1.1. Indicators (generic)
  - 4.1.1.2. Data collection, analysis and reporting
- 4.1.2. Higher level of negotiation and collaboration between mission and PVO
- 4.1.3. Clearly define goals of evaluation
- 4.1.4. Final evaluation in 4<sup>th</sup> year
- 4.1.5. Increase rigor of evaluation methodology
- 4.1.6. Policy makers have understanding of evaluation methodology

### **4.2. What Should be Changed?**

- 4.2.1. Allocate adequate resources for evaluation and the M&E system
- 4.2.2. Continue to emphasize rigor and methodology

### **4.3. Recommendations**

- 4.3.1. Simple is better
- 4.3.2. Clarify who funds evaluations (standardization takes a lot of time and resources)
- 4.3.3. Guidance should clearly explain purpose of evaluation rather than just specify time
- 4.3.4. Indicator standardization to allow data consolidation
- 4.3.5. Ensure adequate resources for evaluation

4.3.6. Strategy for M&E from **beginning**

4.3.7. Ensure highest level of collaboration and negotiations between mission/CS (host government and community if applicable)

#### **4.4. Parking Lot**

4.4.1. USAID bilateral relations with governments vs. USAID relations with PVOs and governments

### **5. Process/Mechanism for Responding to Emergency Situations in a Country Where Title II development Resources are Being programmed (Facilitator: Helene Carlson)**

#### **5.1. What is Working Well?**

5.1.1. DAP activities can mitigate “disaster events”

5.1.2. Move commodities quickly into region via pre-positioning and other rapid response mechanisms in rapid on-set emergencies

5.1.3. Community capacity-building can be used for both development and emergency response

#### **5.2. What Should be Changed?**

5.2.1. Improve/expand risk assessment and analysis at design and activity selection stage. Include response capacity in design

5.2.2. Review absence/presence early warning systems

5.2.3. Improved FFP/OFDA/Mission/PVO coordination re definitions of disaster and **resources triggers**, and field level disaster preparedness

5.2.4. FFP/W backstopping approach

#### **5.3. Recommendations**

5.3.1. Simultaneous regional coordination and country-focused planning for disaster response

5.3.2. New FFP/W backstopping model – DP/CBO lead with technical support and funds from EP as designated

- 5.3.3. External technical capacity made available (emergency technicians, Early warning system specialists)
- 5.3.4. Provision of best practices for emergency, through:
  - 5.3.4.1. ISAs
  - 5.3.4.2. Education of development staff
  - 5.3.4.3. cross-fertilization region to region
- 5.3.5. Incorporating contingency planning, risk assessment, disaster response into DAP designs
- 5.3.6. Continue the discussion of relationships between/among Development/Emergency (assessment, design and implementation) in FFP strategy development

## **6. Revising Policies with Respect to Monetization and Cost recovery (Facilitators: Sylvia Graves and Nancy Estes)**

### **6.1. What is Working Well?**

- 6.1.1. PVOs achieving cost recovery
- 6.1.2. Good transparency practices
- 6.1.3. Encourage small traders
- 6.1.4. USAID missions making valuable contributions
- 6.1.5.** Commodities monetized do not interfere with local market conditions (i.e. commodity mix)
- 6.1.6. Umbrella monetization:
  - 6.1.6.1. Lead agency
  - 6.1.6.2. Secretariats (PVOs, government\_
  - 6.1.6.3. Economies of scale – administration
- 6.1.7. Sales contracting process improved
- 6.1.8. Bellmon profiles
- 6.1.9. When currency fully convertible, flexibility in programming

### **6.2. What Practices Need to be Improved**

- 6.2.1. There is room for improvement within some of the umbrella monetization programs.

6.2.2. We need better monetization analysis and broader economic analysis. (If a consortium performs the economic analysis, there is an inherent bias. An independent assessment like one conducted in Ethiopia by PricewaterhouseCoopers is needed.

6.2.3. Transparency and objectivity need to be improved. We need a new mechanism to ensure transparency and objectivity. We need some mechanism for providing and reviewing an objective Bellmon analysis.

6.2.4. Commodity suppliers should be more involved in the monetization process, the Bellmon analysis and the market analysis.

6.2.5. Benchmark prices are not working well. They are not market sensitive. Sometimes with the benchmark prices, only 80% of the total value of a commodity is achieved when the commodity could have been sold at a higher price (80% of the total value of the commodities is not a very good price). In these cases, commodity suppliers often take advantage of the situation and introduce commodities at lower prices in local markets.

### **6.3. Actionable Recommendations**

6.3.1. Involve broad range of private sector, governmental and other interest groups in development of:

6.3.1.1. Bellmon

6.3.1.2. Price analysis

6.3.1.3. Overall monetization processes

6.3.2. Instead of benchmarks, adopt USDA methods of fair market prices reinforced by regular market surveys

6.3.3. Flexible management of pipelines to take advantage of favorable prices

6.3.4. Investigate working of commodities groups on monetization

## **7. Opening Lines of Communications among FFP, the PVOS, USDA, The missions making commodity information available more quickly (Facilitator: Kathy Hunt)**

### **7.1. What is Working Well**

7.1.1.Strategy development in process:

7.1.1.1. Consultative

7.1.1.2. Inclusive

7.1.1.3. Democratic

7.1.2.FACG Meetings

7.1.3. “Afghan” consultation of players at planning stage at country level

7.1.4. External DAP review:

7.1.4.1. Two-way street

7.1.4.2. Opportunity to explore issues in open setting

7.1.5.USAID and partners quick response time

7.1.6. POD quick response time

7.1.7. FFP, via e-mail, good at keeping partners/stakeholders informed

7.1.8. Website:

7.1.8.1. Seen many improvements

7.1.8.2. Kept informed on status

7.1.9.USAID getting out of RRB to PVOs and partners’ place of business tend to be more collaborative. Also apply to missions

7.1.10. Better evidence of good communication within government organizations

### **7.2. What Needs to Change?**

- 7.2.1. Internal communications within USAID
- 7.2.2. Domestic/International Communications
- 7.2.3. Conflicting communications from USAID/Missions
- 7.2.4. Dissemination of decisions made at FACG meetings in Washington, DC
- 7.2.5. Forum (building)
- 7.2.6. Tone FFP come to table with arrogance
- 7.2.7. Inability of FFP/W to get to the field
- 7.2.8. More FFP/W travel to field:
  - 7.2.8.1. Reinforce team work
  - 7.2.8.2. Better understanding of problems
- 7.2.9. Better use of FODAG
- 7.2.10. Build into process response time for USAID's partners with respect to each milestone
- 7.2.11. Sufficient staff in FFP to effectively deal with decision-making and communications
- 7.2.12. Respect and rationalize different strategic plans
- 7.2.13. Education of one another standard procedures. Accountability issue
- 7.2.14. More joint lessons learned/Best practices
- 7.2.15. Both partners and FFP to utilize ACVFA more effectively
- 7.2.16. Joint specific advocacy action initiatives, i.e.:
  - 7.2.16.1. World Hunger
  - 7.2.16.2. HIV/AIDS
  - 7.2.16.3. Emergency response
 That take place in field/Washington/worldwide
- 7.2.17. USAID support of a healthy NGO sector written into the strategic plan

## **8. The Food For Peace Information System (FFPIS) (Facilitator: Lawrence Williams)**

### **8.1. What is working Well?**

- 8.1.1. Timely reports
- 8.1.2. Information useful
- 8.1.3. Very stable, reliable and secure
- 8.1.4. Not expensive
- 8.1.5. Expanded reporting capabilities
- 8.2. **What Should be Changed (USAID with our partners)**
  - 8.2.1. Actualize costs, not just approved costs
  - 8.2.2. Communicate with USDA systems
  - 8.2.3. Individual PC “viewability” and print specific pages
  - 8.2.4. Reporting system to link with performance reporting
  - 8.2.5. Information access to public (possibly through FFP website)
- 8.3. **Recommendations**
  - 8.3.1. USDA systems populate FFP systems with needed data
  - 8.3.2. Web base:
    - 8.3.2.1. User directly access and create reports
    - 8.3.2.2. Data entry once – collaborated system
  - 8.3.3. Web base entry of AER
  - 8.3.4. Prioritize requirements and provide estimated costs by requirements
  - 8.3.5. Cradle to grave tracking
  - 8.3.6. Review existing mission tracking system

**ANNEX 4**  
**FOOD FOR PEACE CONFERENCE**  
**INTEGRATION**  
**FLIP CHART NOTES**

**1. Africa (Facilitator: Nancy McKay)**

**1.1. What do we Mean by Integration of Title II in Africa?**

- 1.1.1. Shared goals, objectives and outcomes:
  - 1.1.1.1. Other USAID DA, IDA, mission and Washington
  - 1.1.1.2. Other donors
  - 1.1.1.3. International Organizations
  - 1.1.1.4. Technical assistance
  - 1.1.1.5. Host government resources: health and agriculture
  - 1.1.1.6. Private funds – NGOS, Business
  - 1.1.1.7. Universities/Commodity groups
  - 1.1.1.8. Other USG agencies:
    - 1.1.1.8.1. USDA
    - 1.1.1.8.2. PRM
    - 1.1.1.8.3. CDC
    - 1.1.1.8.4. DOD
    - 1.1.1.8.5. Commerce

**1.2. Successful experiences**

- 1.2.1. Uganda integration of HIV/AIDS efforts
- 1.2.2. Mozambique success with donor coordination with cashews
- 1.2.3. Use of diplomatic objectives to achieve integrated program solutions
- 1.2.4. Senegambia – Focus of conflict mitigation in Casamance
- 1.2.5. Angola's use of DA, Host government and international research centers
- 1.2.6. Ethiopia's full integration

**1.3. Obstacles and Lessons learned**

- 1.3.1. other sources of integration do not share PL 480 goals, objective and outputs
- 1.3.2. USAID mindsets have not merged – “Mine” mindset
- 1.3.3. Distinction between Emergency and non-Emergency/Transitions
- 1.3.4. Presence vs. non-presence countries
- 1.3.5. Lack of understanding by program staff on how to integrate
- 1.3.6. Donor operational policies and operational practices inhibit integration
- 1.3.7. Mission/FFP disconnect
- 1.3.8. The planning/**decision** processes are not the same or even complementary
- 1.3.9. Donor programs sometimes are contradictory
- 1.3.10. Earmarks divert us from immediate food security/Title II
- 1.3.11. Visibility of Title II
- 1.3.12. USAID mission strategy **and** State Department Mission Program Plan (MPP) should include Title II in the planning development process
- 1.3.13. Food aid should be included in donor dialogue strategies

## **2. LAC (facilitator: Abdul Wahab)**

### **2.1. What do we Mean by Integration of Title II in LAC?**

- 2.1.1. Litmus test – DA/ESF combined with Title II to implement program
- 2.1.2. Mission resources
- 2.1.3. USAID management oversight:
  - 2.1.3.1. Activities complementing Title II
  - 2.1.3.2. Title II activities in DAP
  - 2.1.3.3. Additional activities by CSs to contribute to same/other activities

- 2.1.4. Integration into mission
- 2.1.5. Strategy contributing to performance objectives
- 2.1.6. Sectoral integration – Health, Agriculture, Natural resources management (NMR)
- 2.1.7. Community contributions to programs
- 2.1.8. CSs contributions
- 2.2. Successful experiences**
  - 2.2.1. Bolivia – Sectoral integration at community level
  - 2.2.2. Central America – Hurricane Mitch. CSs played important role in disaster reconstruction receiving DA as well as Title II
  - 2.2.3. Nicaragua – DA and Title II combined in response to coffee crisis
  - 2.2.4. Bolivia – CSs also receiving counterpart funds from municipal governments as part of popular participation program
  - 2.2.5. Peru – CSs programs integrated into mission’s poverty reduction/economic corridors program with DA projects providing marketing assistance to CSs
- 2.3. Obstacles and Lessons Learned**
  - 2.3.1. Missions strategic objectives may be targeting different vulnerable groups
  - 2.3.2. Problems between mission’s SOs, working in different geographical areas
  - 2.3.3. Funding challenges:
    - 2.3.3.1. Funding/procurement misuses
    - 2.3.3.2. Timing/coordination
  - 2.3.4. Question whether CSs have capacity – technical and managerial – to handle additional work
  - 2.3.5. Are procurement processes in USAID an obstacle to adding mission resources to CSs grants?
- 2.4. Parking Lot**
  - 2.4.1. What happens to mission management/oversight capacity when trust funds exhausted?
    - 2.4.1.1. Bolivia

- 2.4.1.2. Peru
- 2.4.1.3. Honduras
- 2.4.1.4. In Bolivia, also applies to management of Title III and 416 (b) programs

### **3. Disaster Preparedness (Facilitator: Tim Anderson)**

#### **3.1. What Do we Mean by Integration of Title II in Disaster Preparedness? (Examples: Kenya, Tajikistan, Bangladesh and Washington, DC)**

- 3.1.1. Partner cooperation
- 3.1.2. Financial resources: DA, Host country contribution, multi-lateral and other donors, NGO –private, matching funds, OTI
- 3.1.3. L/C generations from other food programs
  - 3.1.3.1. DOD – military to military
  - 3.1.3.2. Food itself
- 3.1.4. Support partner capacity
- 3.1.5. Liaison with government
  - 3.1.5.1. Sustainable ownership
  - 3.1.5.2. Reinforce existing systems
- 3.1.6. Indigenous NGOs
  - 3.1.6.1. Encourage networks outside of USAID
  - 3.1.6.2. Umbrella governmental disaster management Program
  - 3.1.6.3. Play a component part

#### **3.2. Examples of Successful Title II Integration**

- 3.2.1. Regular partner meetings – Diffusion of ideas
- 3.2.2. Beneficiary selection – Cooperation between government and implementing partners
- 3.2.3. Sectoral specialization between NGOs
- 3.2.4. Capacity building of partner NGOs by our Title II CSs
- 3.2.5. Cooperation between Title II partners:
  - 3.2.5.1. Contingency planning

- 3.2.5.2. Consistent M&E program coverage
- 3.2.6. Government capacity building – Title II and OFDA (Vietnam)
- 3.2.7. Vulnerability mapping – GIS and DA/Tile II
- 3.2.8. Helen Keller International – DA
- 3.2.9. FEWS – Africa Bureau commitment – Long tem view
- 3.3. Obstacle and Lessons learned to overcome them**
  - 3.3.1. SO team
    - 3.3.1.1. Stove pipe focus
    - 3.3.1.2. GNE+ take is very challenging
  - 3.3.2. Inertia “ Message does not compute”
  - 3.3.3. Lack of knowledge concerning applicable programs and funding sources
  - 3.3.4. Delays in resource coordination
  - 3.3.5. Frustration
  - 3.3.6. Intra-agency coordination
    - 3.3.6.1. Who is doing what?
    - 3.3.6.2. What resources are available?
  - 3.3.7. Not a mission focus/priority
- 3.4. Parking Lot**
  - 3.4.1. Mission leadership

#### 4. Intra-USAID Integration

### **4. Intra-USAID Integration (Facilitator: Pedro Carillo)**

#### **4.1. What Do We Mean by Intra-USAID integration in Title II?**

- 4.1.1. Title II programs should be allowed to cross mission objectives (take them out of one SO “box”)
- 4.1.2. Doing **real** strategic planning:
  - 4.1.2.1. Start with identifying problems/objectives, and then consider resources to address
  - 4.1.2.2. I.S.P.

4.1.3. Definition of **agency** Food Aid Policy, and then consider determine how to use various funds to achieve it

**4.1.4. Trusting** field staff

**4.2. Example of successful Title II integration**

4.2.1. Ethiopia – Special Title II management unit with representatives from all SO teams

4.2.2. Indonesia – Recognition that Title II programs are an effective mechanism to channel Cs funds

4.2.3. Palestine – Food needs became objective of mission

**4.3. Obstacles and Lessons learned for Overcoming Them.**

4.3.1. Institutional Culture

4.3.1.1. SOI stove piping

4.3.1.1.1. EP/DP

4.3.1.1.2. Resource stove piping

4.3.2. Portfolio Turf:

4.3.2.1. Washington, DC

4.3.2.2. Regional

4.3.2.3. Missions

4.3.3. Staffing/Structure

**5. HIV/AIDS Interventions Integration (Facilitator: Walter Welz)**

5.1. Technical assistance

5.2. Work with other leadership

5.3. Accurate assessment

5.4. Extension of existing programs

5.5. Capitalize Title II

- 5.6. Network with Food Aid
- 5.7. Coordinate Title II with various programs (Child survival)
- 5.8. Pragmatic and political will of missions and PVOs

## **6. Integrating Private Funds with Title II**

### **6.1. What do we mean by Integration with private Funds?**

- 6.1.1. Mutually supportive – complementary
- 6.1.2. Expertise
- 6.1.3. Synergetic relationship
- 6.1.4. American public offers funds and support (advocacy) to food security
- 6.1.5. Corporate sector and Title II
- 6.1.6. Does not necessarily = formal cost share
- 6.1.7. Achieving the same results
- 6.1.8. Partnership

### **6.2. Examples of successful Title II integration**

- 6.2.1. Burkina Faso – CRS, UNICEF, World Bank, GOBF (expertise and funds)
- 6.2.2. PVOs can leverage private funds for relief to integrate with Title II
- 6.2.3. When private resources match with Title II, we are successful
- 6.2.4. PVOs leverage other donor resources
  - 6.2.4.1. Australia, CIDA, etc) and others

### **6.3. Obstacles and lessons learned for overcoming them**

- 6.3.1. PVOs:
  - 6.3.1.1. Can mobilize constituencies

- 6.3.1.2. Need to share information with other PVOs and FFP
- 6.3.1.3. Must do a better job at communications
- 6.3.1.4. Get private resources
- 6.3.2. Participation in planning process
  - 6.3.2.1. What to do when PVOs and USG don't have the same strategy?
- 6.3.3. Participation in country strategy development
- 6.3.4. Cost share – Need to devise ways to create greater flexibility in budget for PVO cost share and in-kind contribution
- 6.3.5. Need to recognize there are times when integration is not helpful
- 6.3.6. ACVFA to integrate better with Food Aid

## **7. Agriculture/Nutrition Linkages (Facilitator: Anne Swindale)**

- 7.1. What Do We Mean by Title II integration with Regards to Agriculture/Nutrition Linkages?**
  - 7.1.1. Donor Resource integration
  - 7.1.2. Programmatic integration
  - 7.1.3. Technical integration
  - 7.1.4. Linking interventions – MCH, productivity and nutrition
  - 7.1.5. Food Security surveillance – Incorporate Agricultural productivity and MCH with nutrition information
- 7.2. Obstacles and Lessons learned for Overcoming Them**
  - 7.2.1. Objectives of agriculture not met
  - 7.2.2. Title II management under one SO (movement towards separate unit) and agriculture in different SO

- 7.2.3. Perception – Food distribution is BAD
- 7.2.4. Decreased nutrition content
- 7.2.5. In agricultural productivity – Policy gap between government and donor
- 7.2.6. Gender stereotype?
- 7.2.7. Cross fertilization
- 7.2.8. Increase funding from different SOs
- 7.2.9. Education and advocacy
- 7.2.10. Increase food security as implementing objective
- 7.2.11. Poverty reduction SO – Still need cross SO interaction

### **7.3. Reporting Results**

- 7.3.1. Broaden approach – Multi-sectoral
- 7.3.2. Other nutrition indicators – Diet. More closely related to agriculture objectives, adding nutritional indicators to early warning
- 7.3.3. Nutrition Security, including health
- 7.3.4. Compare changes in program areas with sectoral trends

### **7.4. Strategic Integration**

- 7.4.1. Cross-cutting/integrated into multiple SOs, but not placed (managed) under any of them
- 7.4.2. Crisis at opportunity
- 7.4.3. Links at PVO level, i.e. training
- 7.4.4. Title II in Program Office

### **7.5. Sectoral Integration**

- 7.5.1. Joint planning
- 7.5.2. Good food security assessment
  - 7.5.2.1. Multidisciplinary
  - 7.5.2.2. Broaden knowledge
  - 7.5.2.3. Holistic programming
- 7.5.3. Strategic planning at community level and annual plans
- 7.5.4. Improved access re roads, benefit both income and health/nutrition

### **7.6. Parking Lot**

- 7.6.1. Demo plots linking MCH with Y generation

7.6.2. Food as food in agriculture and nutrition programs

7.6.3. Ideas on Development/Relief – Reestablish  
productivity cycle

## ANNEX 5

## FOOD FOR PEACE CONFERENCE EVALUATION - GENERAL

					YES				NO
					1	2	3	4	5
<b>1. Did you feel this conference was valuable?</b>					31	24	13	2	2
<b>2. Did this conference meet your expectations?</b>					25	25	17	1	3
<b>3. Did you like the location of the conference?</b>					15	12	13	15	14
<b>4. What is your overall rating of the conference?</b>					18	28	19	2	1
<b>5. Please rate the Program content</b>					16	37	17	2	1
<b>6. Please rate the following panel discussions&amp; Presentations</b>									
<b>6.1. Farm Bill &amp; Interagency Food Aid Review</b>					3	19	26	5	2
<b>6.2. Food Aid &amp; Food Security in New Millennium</b>					11	25	20	5	2
<b>6.3. USDA FARES</b>					12	17	20	9	2
<b>6.4. Status report:</b>									
<b>Agency Response to South African Drought</b>					17	17	12	4	1
<b>6.5. Lessons Learned, Best Practices, and Broad Applications:</b>									
<b>Field Perspectives &amp; experiences</b>					13	15	7	0	0
<b>7. Please rate the following Plenary &amp; Breakout Sessions:</b>									
<b>7.1. Overview of FFP's Strategic Directions</b>					11	29	11	7	2
<b>7.2. Management Streamlining</b>					16	30	14	1	0
<b>7.3. Integrating Title II resources/Programs with Other USAID Activities: experiences and Innovations</b>						14	34	13	0
<b>8. What topics would you like to be addressed:</b>									
<b>9. How often should the Food For Peace Conference be held?</b>									
<b>10. Additional Comments:</b>									

## ANNEX 6

### Farm Security and Rural Investment Act of 2002 (Farm Bill)

The following is a summary of the legislative changes resulting from the 2002 Farm Bill. It is meant for general informational purposes only, and is not intended for use as a substitute to the statute or as an interpretation of the Farm Bill.

The full text of the Farm Bill is available at <http://agriculture.house.gov/fbconf.txt.pdf>, the relevant food aid sections being from page 153 to 179.

The Statement of Managers is available at <http://agriculture.house.gov/fbconfmgrs.pdf>, the relevant food aid sections being from page 86 to 100.

#### **1. Sec. 3001. United States Policy**

Amendment: “Prevent conflicts” is added to the list of policy objectives (P.L. 480, Section 2) to achieve through P.L. 480 programs.

Comments: Provides statutory recognition to the use of food aid as a conflict prevention development tool.

#### **2. Sec 3002(1). Provision of Agricultural Commodities**

Amendments: The following language is added to P.L. 480, Section 202(b):

“(3) Program Diversity.-The Administrator shall-

- (A) encourage eligible organizations to propose and implement program plans to address 1 or more aspects of the program under section 201; and
- (B) consider proposals that incorporate a variety of program objectives and strategic plans based on the identification by eligible organizations of appropriate activities, consistent with section 201, to assist development of foreign countries.”

(Section 201 is the list of objectives of Title II programs, e.g. combat famine, malnutrition, alleviate causes of hunger, mortality and morbidity, etc.)

#### **3. Sec. 3002(2). Provision of Agricultural Commodities, cont.**

Amendment: Changes P.L. 480, Section 202(e) funding from “not less than \$10 million and not more than 28 million” to “not less than 5 percent nor more than 10 percent.”

202(e) money is used to meet administrative, management, personnel, and other needs of CS’s carrying out Title II programs.

Comments: FFP is developing policy to determine how to utilize this increase. However, the policy for this increase will take into consideration the subminimum (see Sec. 3004 below).

#### **4. Sec 3002(3). Provision of Agricultural Commodities, cont.**

Amendment: The following language is added to P.L. 480, Section 202.

“(h) STREAMLINED PROGRAM MANAGEMENT.-

- (1) IMPROVEMENTS.-Not later than 1 year after the date of enactment of this subsection, the Administrator shall-
  - (A) streamline program procedures and guidelines under this title for agreements with eligible organizations for programs in 1 or more countries; and
  - (B) effective beginning with fiscal year 2004, to the maximum extent practicable, incorporate the changes into the procedures and guidelines for programs and the guide-lines for resource requests.
- (2) STREAMLINED PROCEDURES AND GUIDELINES.- In carrying out paragraph (1), the Administrator shall make improvements in the Office of Food for Peace management systems that include-
  - (A) expedition of and greater consistency in the program review and approval process under this title;
  - (B) streamlining of information collection and reporting systems by identifying the critical information that needs to be monitored and reported on by eligible organizations; and
  - (C) for approved programs, provision of greater flexibility for an eligible organization to make modifications in program activities to achieve program results with streamlined procedures for reporting such modifications.
- (3) CONSULTATION.-
  - (A) IN GENERAL.-Paragraphs (1) and (2) shall be carried out in accordance with section 205 and subsections (b) and (c) of section 207.
  - (B) CONSULTATION WITH CONGRESSIONAL COMMITTEES.-Not later than 180 days after the date of enactment of this subsection, the Administrator shall consult with the Committee on Agriculture and the Committee on International Relations of the House of Representatives and the Committee on Agriculture, Nutrition, and Forestry of the Senate on progress made in carrying out this subsection.
- (4) REPORT.-Not later than 270 days after the date of enactment of this subsection, the Administrator shall submit to the Committee on Agriculture and the Committee on International Relations of the House of Representatives and the Committee on Agriculture, Nutrition, and Forestry of the Senate a report on the improvements made and planned upgrades in the information management, procurement, and financial management systems to administer this title.”

Comments: FFP has one year to complete the streamlining changes in paragraph 2 above. Additionally, FFP must make an effort to make changes effective for programs in FY 2004.

Paragraph 3(A) instructs USAID to utilize the Food Aid Consultative Group (FACG) and provide an opportunity for notice and comment for changes in guidelines and regulations.

Per paragraph 4, within 270 days of enactment, USAID must submit a report to the relevant Congressional committees on efforts to improve FFP information management, procurement, and financial management systems. The provision encourages USAID to incorporate these FFP systems into agency systems-thus improving the overall management of food aid programs. For example, the Statement of Managers states that a report is to be submitted on "modernizing USAID's information management, procurement, and financial management systems to accommodate Title II needs."

#### **5. Sec. 3003. Generation and Use of Currencies by Private Voluntary Organizations and Cooperatives**

Amendment: This section makes two changes to P.L. 480, Section 203. First, it changes "in the recipient country, or in a country in the same region" to "1 or more recipient countries, or in 1 or more countries in the same region." Second, it changes "foreign currency proceeds" and "foreign currency" to read only "proceeds."

Comments: The change in recipient country language specifically authorizes multi-country proposals. The change in proceeds language results in monetization now being authorized in US Dollars.

#### **6. Sec. 3004. Levels of Assistance**

Amendment: P.L. 480, Section 204(a) is amended to raise the minimum amount of commodities to be purchased each fiscal year from 2,025,000 mt to 2,500,000 mt. The subminimum (tonnage for non-emergency program) is raised from 1,550,000 mt to 1,875,000 mt. There was no change to the 75% processed, bagged, or fortified requirement. However, the Statement of Managers included the following, "[t]he Managers ask the Administrator to examine the commodities currently shipped under Title II non-emergency programs, and determine which ones qualify as value added products.. .."

#### **7. Sec. 3005. Food Aid Consultative Group**

Amendment: The FACG is continued through the life of the Bill (2007).

#### **8. Sec. 3006. Maximum Level of Expenditures**

Amendment: The P.L. 480, Section 206 expenditure cap (with available waiver) of \$1 billion per fiscal year is repealed

## **9. Sec 3007(1). Administration.**

Amendment: P.L. 480, Section 207 is amended by deleting the current language regarding the 45 day review periods and replacing it with the following language:

“(1) RECIPIENT COUNTRIES. - A proposal to enter into a non-emergency food assistance agreement under this title shall identify the recipient country or countries that are the subject of the agreement.

(2) TIMING. – Not later than 120 days after the date of receipt by the Administrator of a proposal submitted by an eligible organization under this title, the Administrator shall determine whether to accept the proposal.”

Comments: The amendment does away with the old approval time frame and institutes a strict 120 days. FFP is developing policy to implement this new provision.

## **10. Sec 3007(2). Administration, cont.**

Amendment: P.L. 480, Section 207(b) is amended to require publication of FFP annual policy guidance in addition to the annual DAP guidelines for 30 days notice and comment.

## **11. Sec 3007(3). Administration, cont.**

Amendment: P.L. 480, Section 207 is amended by adding a new paragraph (e) as follows:

“(e) TIMELY APPROVAL.-

(1) IN GENERAL.-The Administrator is encouraged to finalize program agreements and resource requests for programs under this section before the beginning of each fiscal year.

(2) REPORT.-Not later than December 1 of each year, the Administrator shall submit to the Committee on Agriculture and the Committee on International Relations of the House of Representatives and the Committee on Agriculture, Nutrition, and Forestry of the Senate a report that contains-

(A) a list of programs, countries, and commodities approved to date for assistance under this section; and

(B) a statement of the total amount of funds approved to date for transportation and administrative costs under this section.”

## **12. Sec. 3008. Assistance for Stockpiling and Rapid Transportation, Delivery, and Distribution of Shelf-Stable Prepackaged Foods.**

Amendment: The program is continued through the life of the Bill (2007).

### **13. Sec. 3009(1). Sale Procedure.**

Amendment: P.L. 480, Section 403(e) now reads:

“(e) WORLD PRICES-

- (1) IN GENERAL.-In carrying out this Act, reasonable precautions shall be taken to assure that sales or donations of agricultural commodities will not unduly disrupt world prices for agricultural commodities or normal patterns of commercial trade with foreign countries.
- (2) SALE PRICE.-Sales of agricultural commodities described in paragraph (1) shall be made at a reasonable market price in the economy where the agricultural commodity is to be sold, as determined by the Secretary or the Administrator, as appropriate.”

Comment: FFP is refining its monetization cost recovery policy in light of the new language in paragraph (2) above.

### **14. Sec. 3009(2). Sale Procedure, cont.**

Amendment: Explicitly applies the Bellmon and Usual Marketings Analysis (UMR) (P.L. 480, Sections 403 (b) and (h)) to USDA's 416(b) and Food for Progress programs. It also explicitly authorizes monetization of Title II commodities into US Dollars.

### **15. Sec. 3010. Prepositioning.**

Amendment: The program is continued through the life of the Bill (2007).

### **16. Sec. 3011. Transportation and Related Costs.**

Amendment: P.L. 480, Section 407( c )(1) is amended to authorize payment of certain ITSH costs for non-emergency programs. This section now reads:

(1) ACQUISITION.-

- (A) IN GENERAL.-The Administrator shall transfer, arrange for the transportation, and take other steps necessary to make available agricultural commodities to be provided under title II and title III.
- (B) CERTAIN COMMODITIES MADE AVAILABLE FOR NON- EMERGENCY ASSISTANCE.-In the case of agricultural commodities made available for nonemergency assistance under title II for least developed countries that meet the poverty and other eligibility criteria established by the International Bank for Reconstruction and Development for financing under the International Development Association, the Administrator may pay the transportation costs incurred in moving the agricultural commodities from designated points of entry or ports of entry abroad to storage and distribution sites and associated storage and distribution costs."

Comment: ITSH payments are no longer limited to emergency programs. However, FFP needs to develop policy to delineate under what circumstances these ITSH payments shall be made and procedures for making determinations on the poverty and other eligibility criteria established by the International Bank for Reconstruction and Development for financing under the International Development Association. Moreover, the policy for this new authority will take into consideration the subminimum.

**17. Sec. 3012. Expiration Date.**

Amendment: No agreements to finance sales or to provide other assistance under P.L. 480 shall be entered into after December 31, 2007.

**18. Sec 3013. Micronutrient Fortification Programs.**

Amendment: Micronutrient Fortification Program is no longer a pilot. The Administrator, in consultation with the Secretary, must establish a permanent program by September 30, 2003.

**19. Sec 3013. Micronutrient Fortification Programs, cont.**

Amendment: The amendments also make four substantive changes to the program:

(1) "Whole grain" is changed to "grain."

(2) The following is added as a purpose of the program:

“(C) assess and apply technologies and systems to improve and ensure the quality, shelf life, bioavailability, and safety of fortified food aid commodities, and products of those commodities, that are provided to developing countries, by using the same mechanism that was used to assess the micronutrient fortification program in the report entitled ‘Micronutrient Compliance Review of Fortified P.L. 480 Commodities’, published October 2001 with funds from the Bureau for Humanitarian Response of the United States Agency for International Development.”

(3) Folic Acid is added to the list of micronutrients in P.L. 480, Section 415(c).

(4) This list of micronutrients used in the program is now prefaced with “such as” instead of “including.”

**20. Sec. 3014 - 3015. Farmer to Farmer Program.**

Not included in this discussion.

## **21. Sec. 3106. McGovern-Dole International Food for Education and Child Nutrition Program**

Amendment: A separate, stand-alone global food for education program is authorized, not mandated. The new legislation is relatively long, detailed, and self-explanatory. Nonetheless, listed below are a few highlights of particular importance and/or interest. For a detailed analysis, the legislation is available at the following link on pages 168 to 172

<http://agriculture.house.gov/fbconf.txt.pdf>.

- The program is authorized only. It is left to the discretion of the President whether or not to establish the program.
- If the President decides to establish the program, he also chooses which agency or agencies will implement the program.
- If established, the program will be to carry out:
  - (1) preschool and school food for education programs in foreign countries to improve food security, reduce the incidence of hunger, and improve literacy and primary education, particularly with respect to girls; and
  - (2) maternal, infant, and child nutrition programs for pregnant women, nursing mothers, infants, and children who are 5 years of age or younger.
- It has notwithstanding authority for the use of eligible commodities and the payment of cost items.
- Authorizes the payment of internal transportation, storage, and handling (ITSH) costs in low income, net food-importing countries.
- Authorizes 202(e)-type payments for costs associated with conducting programs in-country and CS administrative expenses.
- Authorizes monetization.
- Eligible organizations to carry out the programs include PVOs, cooperatives, intergovernmental organizations, governments of developing countries and their agencies, and “other organizations.”
- Lists “priorities for program” funding the implementing agency may consider when deciding on program approval. In general, they are the requesting entity's capacity to accomplish such things as identify and assess needs, incorporate development objectives for literacy and primary education, improve nutrition, and involve indigenous organizations and the local communities.
- Annual reporting requirement to relevant committees.

- A “graduation” provision must be incorporated in every agreement that shall include: either (1) efforts to sustain the benefits after program completion and an estimate of time until the recipient country or eligible organization can provide sustainability, or (2) “other long-term benefits to targeted populations of the recipient country.”
- P.L. 480, Section 403(a) provisions to safeguard local production and usual marketings are incorporated by reference.
- For FY2003, mandates \$100 million of CCC funds be used to carry out the program. For FY 2004-2007 “such sums as are necessary to carry out this section” are authorized. The Statement of Managers states that the \$100 million for FY2003 was authorized to continue the pilot program.
- Funds made available for this program may be used to pay for implementing agency administrative expenses associated with carrying out the program.

# ANNEX 7

## Food for Peace Conference

### Participant List

NAME		ORGANIZATION	E-MAIL
<i>Last</i>	<i>First</i>		
Abood	John	M/OP/TC/TRANS	<a href="mailto:jabood@usaid.gov">jabood@usaid.gov</a>
Abdel Rahman	Hamid	Sudan Mission	<a href="mailto:abrahman@usaid.gov">abrahman@usaid.gov</a>
Aldrich	Mary	USA Rice	<a href="mailto:mary@usarice.com">mary@usarice.com</a>
Allen	Jeffrey	Eritrea Mission	<a href="mailto:jallen@usaid.gov">jallen@usaid.gov</a>
Anaele	Sabinus	TNS	<a href="mailto:sanaele@tns.org">sanaele@tns.org</a>
Anderson	Tim	BANGLADESH/EGFE	<a href="mailto:tanderson@usaid.gov">tanderson@usaid.gov</a>
Assefa	Tekloiweni	Relief Society of Tigray (REST)	
Asturias	Julia	Guatemala-CAP Mission	<a href="mailto:Jasturias@usaid.gov">Jasturias@usaid.gov</a>
Atienza	Jun	Church World Service	<a href="mailto:jatienza@churchworldservice.org">jatienza@churchworldservice.org</a>
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## Food for Peace Conference

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## Food for Peace Conference

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